

For Six Month Period Ending SEP 30 2009
(Insert date)

I - REGISTRANT

1. (a) Name of Registrant

(b) Registration No.

DANIEL J. EDELMAN, INC.

3657

(c) Business Address(es) of Registrant

1500 BROADWAY
NEW YORK, NY 10036

AS OF 8/31/09 → 250 HUDSON STREET
NEW YORK, NY 10013

2. Has there been a change in the information previously furnished in connection with the following:

(a) If an individual:

(1) Residence address(es)

Yes ☐

No ☒

(2) Citizenship

Yes ☐

No ☒

(3) Occupation

Yes ☐

No ☒

(b) If an organization:

(1) Name

Yes ☐

No ☒

(2) Ownership or control

Yes ☐

No ☒

(3) Branch offices

Yes ☐

No ☒

(c) Explain fully all changes, if any, indicated in items (a) and (b) above.

2009 OCT 30 AM 10:30
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IF THE REGISTRANT IS AN INDIVIDUAL, OMIT RESPONSE TO ITEMS 3, 4 AND 5(a).

3. If you have previously filed Exhibit C¹, state whether any changes therein have occurred during this 6 month reporting period.

Yes ☐

No ☒

If yes, have you filed an amendment to the Exhibit C?

Yes ☐

No ☒

If no, please attach the required amendment.

N/A

¹ The Exhibit C, for which no printed form is provided, consists of a true copy of the charter, articles of incorporation, association, and by laws of a registrant that is an organization. (A waiver of the requirement to file an Exhibit C may be obtained for good cause upon written application to the Assistant Attorney General, National Security Division, U.S. Department of Justice, Washington, DC 20530.)

4. (a) Have any persons ceased acting as partners, officers, directors or similar officials of the registrant during this 6 month reporting period? Yes ☐ No ☒

If yes, furnish the following information:

| Name | Position | Date connection ended |
|------|----------|-----------------------|
|------|----------|-----------------------|

- (b) Have any persons become partners, officers, directors or similar officials during this 6 month reporting period?

Yes ☐ No ☒

If yes, furnish the following information:

| Name | Residence address | Citizenship | Position | Date assumed |
|------|----------------------|-------------|----------|-----------------|
|------|----------------------|-------------|----------|-----------------|

5. (a) Has any person named in item 4(b) rendered services directly in furtherance of the interests of any foreign principal?

Yes ☐ No ☒

If yes, identify each such person and describe his service.

- (b) Have any employees or individuals, who have filed a short form registration statement, terminated their employment or connection with the registrant during this 6 month reporting period? Yes ☒ No ☐

If yes, furnish the following information:

| Name | Position or connection | Date terminated |
|------|------------------------|-----------------|
|------|------------------------|-----------------|

PLEASE REFER TO ATTACHMENT E

- (c) During this 6 month reporting period, has the registrant hired as employees or in any other capacity, any persons who rendered or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical or secretarial, or in a related or similar capacity? Yes ☒ No ☐

If yes, furnish the following information:

| Name | Residence address | Citizenship | Position | Date assumed |
|------|----------------------|-------------|----------|-----------------|
|------|----------------------|-------------|----------|-----------------|

PLEASE REFER TO ATTACHMENT F

6. Have short form registration statements been filed by all of the persons named in Items 5(a) and 5(c) of the supplemental statement?

Yes ☒ No ☒

If no, list names of persons who have not filed the required statement.

BEING FILED TOGETHER WITH THE
REPORT.

II - FOREIGN PRINCIPAL

7. Has your connection with any foreign principal ended during this 6 month reporting period?

Yes ☒ No ☐

If yes, furnish the following information:

Name of foreign principal

Date of termination

- INTERNATIONAL ENTERPRISE SINGAPORE
230 VICTORIA STREET # 09-00,
RUGIS JUNCTION OFFICE TOWER, SINGAPORE 188024 JULY 2009
- ABU DHABI FUTURE ENERGY COMPANY (TRADING NAME OF MASDAR) SEPT 30, 2009
P.O. BOX 54115, ABU DHABI, UNITED ARAB EMIRATES

8. Have you acquired any new foreign principal² during this 6 month reporting period?

Yes ☐ No ☒

If yes, furnish the following information:

Name and address of foreign principal

Date acquired

9. In addition to those named in Items 7 and 8, if any, list foreign principals² whom you continued to represent during the 6 month reporting period.

— CNIA (CRITICAL NATIONAL INFRASTRUCTURAL AUTHORITY)

10. EXHIBITS A AND B

(a) Have you filed for each of the newly acquired foreign principals in Item 8 the following:

| | | | |
|------------------------|------------------------------|--|-----|
| Exhibit A ³ | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> | N/A |
| Exhibit B ⁴ | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> | |

If no, please attach the required exhibit.

(b) Have there been any changes in the Exhibits A and B previously filed for any foreign principal whom you represented during the 6 month period? Yes ☐ No ☒

If yes, have you filed an amendment to these exhibits? Yes ☐ No ☒

If no, please attach the required amendment.

² The term "foreign principal" includes, in addition to those defined in Section 1(b) of the Act, an individual organization any of whose activities are directly or indirectly supervised, directed, controlled, financed, or subsidized in whole or in major part by a foreign government, foreign political party, foreign organization or foreign individual. (See Rule 100(a)(9).) A registrant who represents more than one foreign principal is required to list in the statements he files under the Act only those principals for whom he is not entitled to claim exemption under Section 3 of the Act. (See Rule 208.)

³ The Exhibit A, which is filed on Form NSD-3 (Formerly CRM-157), sets forth the information required to be disclosed concerning each foreign principal.

⁴ The Exhibit B, which is filed on Form NSD-4 (Formerly CRM-155), sets forth the information concerning the agreement or understanding between the registrant and the foreign principal.

III - ACTIVITIES

11. During this 6 month reporting period, have you engaged in any activities for or rendered any services to any foreign principal named in Items 7, 8, and 9 of this statement? Yes ☒ No ☐

If yes, identify each such foreign principal and describe in full detail your activities and services:

PLEASE REFER TO ATTACHMENT A

12. During this 6 month reporting period, have you on behalf of any foreign principal engaged in political activity⁵ as defined below? Yes ☒ No ☐

If yes, identify each such foreign principal and describe in full detail all such political activity, indicating, among other things, the relations, interests and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored or delivered speeches, lectures or radio and TV broadcasts, give details as to dates and places of delivery, names of speakers and subject matter.

SUBMITTED LETTER TO PRESIDENT CLINTON
REQUESTING THAT HE LOBBY FOR IRENA.

13. In addition to the above described activities, if any, have you engaged in activity on your own behalf which benefits any or all of your foreign principals? Yes ☐ No ☒

If yes, describe fully.

⁵ The term "political activities" means any activity that the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

IV - FINANCIAL INFORMATION

14. (a) RECEIPTS - MONIES

During this 6 month reporting period, have you received from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal, any contributions, income or money either as compensation or otherwise? Yes ☒ No ☐

If no, explain why.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies⁶.

| Date | From whom | Purpose | Amount |
|------|-----------|---------|--------|
|------|-----------|---------|--------|

PLEASE REFER TO ATTACHMENT B.

Total

(b) RECEIPTS - FUND RAISING CAMPAIGN

During this 6 month reporting period, have you received, as part of a fund raising campaign⁷, any money on behalf of any foreign principal named in items 7, 8, or 9 of this statement? Yes ☐ No ☒

If yes, have you filed an Exhibit D⁸ to your registration? Yes ☐ No ☐

If yes, indicate the date the Exhibit D was filed. Date _____

(c) RECEIPTS - THINGS OF VALUE

During this 6 month reporting period, have you received any thing of value⁹ other than money from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal? Yes ☒ No ☐

If yes, furnish the following information:

| Name of foreign principal | Date received | Description of thing of value | Purpose |
|---------------------------|---------------|-------------------------------|-------------------|
| CNIA | JUNE 2009 | GIFT FROM PRESS ANNOUNCEMENT | memory stick (x3) |
| CNIA | JUNE 2009 | GIFT FROM PRESS ANNOUNCEMENT | COTTON BAG (x3) |

6, 7 A registrant is required to file an Exhibit D if he collects or receives contributions, loans, money, or other things of value for a foreign principal, as part of a fund raising campaign. (See Rule 201(e).)

8 An Exhibit D, for which no printed form is provided, sets forth an account of money collected or received as a result of a fund raising campaign and transmitted for a foreign principal.

9 Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks," and the like.

15. (a) **DISBURSEMENTS – MONIES**

During this 6 month reporting period, have you

(1) disbursed or expended monies in connection with activity on behalf of any foreign principal named in Items 7, 8, or 9 of this statement? Yes ☒ No ☐(2) transmitted monies to any such foreign principal? Yes ☐ No ☒

If no, explain in full detail why there were no disbursements made on behalf of any foreign principal.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies, including monies transmitted, if any, to each foreign principal.

| Date | To whom | Purpose | Amount |
|------|---------|---------|--------|
|------|---------|---------|--------|

PLEASE REFER TO ATTACHMENT C

Total

(b) DISBURSEMENTS – THINGS OF VALUE

During this 6 month reporting period, have you disposed of anything of value¹⁰ other than money in furtherance of or in connection with activities on behalf of any foreign principal named in Items 7, 8, or 9 of this statement?

Yes ☐No ☒

If yes, furnish the following information:

| Date disposed | Name of person to whom given | On behalf of what foreign principal | Description of thing of value | Purpose |
|---------------|------------------------------|-------------------------------------|-------------------------------|---------|
|---------------|------------------------------|-------------------------------------|-------------------------------|---------|

(c) DISBURSEMENTS – POLITICAL CONTRIBUTIONS

During this 6 month reporting period, have you from your own funds and on your own behalf either directly or through any other person, made any contributions of money or other things of value¹¹ in connection with an election to any political office, or in connection with any primary election, convention, or caucus held to select candidates for political office?

Yes ☒No ☐

If yes, furnish the following information:

| Date | Amount or thing of value | Name of political organization | Name of candidate |
|------|--------------------------|--------------------------------|-------------------|
|------|--------------------------|--------------------------------|-------------------|

PLEASE REFER TO ATTACHMENT G.

^{10, 11} Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks" and the like.

V - INFORMATIONAL MATERIALS

16. During this 6 month reporting period, did you prepare, disseminate or cause to be disseminated any informational materials¹²?
 Yes ☒ No ☐

IF YES, RESPOND TO THE REMAINING ITEMS IN SECTION V.

17. Identify each such foreign principal.

ABU DHABI FUTURE ENERGY COMPANY (TRADING NAME OF MASDAR)
 IE SINGAPORE

18. During this 6 month reporting period, has any foreign principal established a budget or allocated a specified sum of money to finance your activities in preparing or disseminating informational materials? Yes ☐ No ☒

If yes, identify each such foreign principal, specify amount, and indicate for what period of time.

19. During this 6 month reporting period, did your activities in preparing, disseminating or causing the dissemination of informational materials include the use of any of the following:

- | | | | |
|--|--|---|--|
| <input checked="" type="checkbox"/> Radio or TV broadcasts | <input checked="" type="checkbox"/> Magazine or newspaper articles | <input type="checkbox"/> Motion picture films | <input checked="" type="checkbox"/> Letters or telegrams |
| <input checked="" type="checkbox"/> Advertising campaigns | <input checked="" type="checkbox"/> Press releases | <input checked="" type="checkbox"/> Pamphlets or other publications | <input checked="" type="checkbox"/> Lectures or speeches |
| <input checked="" type="checkbox"/> Internet | <input type="checkbox"/> Other (specify) _____ | | |

20. During this 6 month reporting period, did you disseminate or cause to be disseminated informational materials among any of the following groups:

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Public officials | <input checked="" type="checkbox"/> Newspapers | <input type="checkbox"/> Libraries |
| <input type="checkbox"/> Legislators | <input checked="" type="checkbox"/> Editors | <input type="checkbox"/> Educational institutions |
| <input type="checkbox"/> Government agencies | <input type="checkbox"/> Civic groups or associations | <input type="checkbox"/> Nationality groups |
| <input checked="" type="checkbox"/> Other (specify) <u>BLOGGERS</u> | | |

21. What language was used in the informational materials:

- ☒ English ☐ Other (specify) _____

22. Did you file with the Registration Unit, U.S. Department of Justice a copy of each item of such informational materials disseminated or caused to be disseminated during this 6 month reporting period? Yes ☐ No ☒

PLEASE REFER TO ATTACHMENT D

23. Did you label each item of such informational materials with the statement required by Section 4(b) of the Act? Yes ☐ No ☒

YES BUT WITH SOME EXCEPTIONS. EDELMAN IS TAKING STEPS TO IMPROVE OUR PROCEDURES AND INTERNAL CONTROLS RELATED TO FARA REQUIREMENTS INCLUDING LABEL REQUIREMENTS

¹² The term informational materials includes any oral, visual, graphic, written, or pictorial information or matter of any kind, including that published by means of advertising, books, periodicals, newspapers, lectures, broadcasts, motion pictures, or any means or instrumentality of interstate or foreign commerce or otherwise. Informational materials disseminated by an agent of a foreign principal as part of an activity in itself exempt from registration, or an activity which by itself would not require registration, need not be filed pursuant to Section 4(b) of the Act.

VI – EXECUTION

In accordance with 28 U.S.C. §1746, the undersigned swear(s) or affirm(s) under penalty of perjury that he/she has (they have) read the information set forth in this registration statement and the attached exhibits and that he/she is (they are) familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her (their) knowledge and belief, except that the undersigned make(s) no representation as to the truth or accuracy of the information contained in the attached Short Form Registration Statement(s), if any, insofar as such information is not within his/her (their) personal knowledge.

(Date of signature)

(Type or print name under each signature¹³)

10/29/09

Russell Dubner

2009 OCT 30 AM 10:31
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¹³ This statement shall be signed by the individual agent, if the registrant is an individual, or by a majority of those partners, officers, directors or persons performing similar functions, if the registrant is an organization, except that the organization can, by power of attorney, authorize one or more individuals to execute this statement on its behalf.

UNITED STATES DEPARTMENT OF JUSTICE
FARA REGISTRATION UNIT
NATIONAL SECURITY DIVISION
WASHINGTON, D.C. 20530

NOTICE

Please answer the following questions and return this sheet in triplicate with your Supplemental Statement:

1. Is your answer to Item 16 of Section V (Informational Materials – page 8 of Form CRM-154, formerly Form OBD-64-Supplemental Statement):

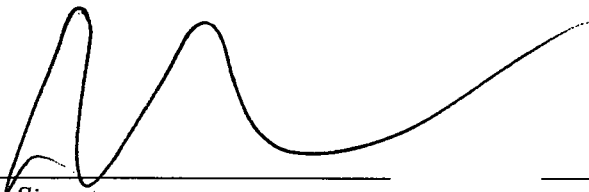
YES ✓ or NO

(If your answer to question 1 is "yes" do not answer question 2 of this form.)

2. Do you disseminate any material in connection with your registration:

YES or NO

(If your answer to question 2 is "yes" please forward for our review copies of all material including: films, film catalogs, posters, brochures, press releases, etc. which you have disseminated during the past six months.)


Signature

9/30/04
Date

Justin Blake
Please type or print name of
Signatory on the line above

NO
Title

2009 OCT 30 AM 10:31
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U.S. Department of Justice

National Security Division

Washington, DC 20530

CRM/ISS/REGISTRATION UNIT

2009 OCT 30 AM 10:31

THIS FORM IS TO BE AN OFFICIAL ATTACHMENT TO YOUR CURRENT SUPPLEMENTAL
STATEMENT - PLEASE EXECUTE IN TRIPLICATE

SHORT-FORM REGISTRATION INFORMATION SHEET

SECTION A

The Department records list active short-form registration statements for the following persons of your organization filed on the date indicated by each name. If a person is not still functioning in the same capacity directly on behalf of the foreign principal, please show the date of termination.

Short Form List for Registrant: Daniel J. Edelman, Inc.

| Last Name | First Name and Other Names | Registration Date | Termination Date | Role |
|--------------|----------------------------|-------------------|------------------|------|
| Walrath | Bret | 12/18/2000 | | |
| Sarno | Amy | 01/28/2008 | | |
| Adashek | Jonathan | 04/22/2008 | | |
| Grundy | Mark | 04/22/2008 | | |
| Iacovella | Michael | 04/22/2008 | | |
| Keith | Elizabeth Mallard | 04/22/2008 | | |
| McKellar | Kirstin | 04/22/2008 | | |
| Misselbrook | Laura | 04/22/2008 | | |
| Sabnis | Shonali | 04/22/2008 | | |
| Strauss | Nathan | 04/22/2008 | | |
| Swerdloff | Peter | 04/22/2008 | | |
| Twine | Iain | 04/22/2008 | | |
| Woods | Jonathan | 04/22/2008 | | |
| Dubner | Russell | 04/22/2008 | | |
| Alagno | Caryn McLeod | 10/06/2008 | | |
| Cadreja | Christina | 10/06/2008 | | |
| Hannah | Mark | 10/06/2008 | | |
| Harris | Hadley | 10/06/2008 | | |
| Kyme | Irene | 10/06/2008 | | |
| Kupiecki | Kimberly | 10/06/2008 | | |
| Shattacharya | Rishi | 10/06/2008 | | |
| Merrill | Melissa | 10/06/2008 | | |
| Roy | Stephen | 10/06/2008 | | |
| Taylor | Jennifer | 10/06/2008 | | |
| Banda | Jaroslav | 10/31/2008 | | |
| Estevez | Michael A. | 10/31/2008 | | |
| Malloy | Molly | 10/31/2008 | | |
| Moynihan | Megan | 10/31/2008 | | |
| Reterska | Katarzyna | 10/31/2008 | | |
| Saran | Smita | 10/31/2008 | | |
| Shriram | Kanika | 10/31/2008 | | |
| Van der Boom | Christel | 10/31/2008 | | |
| White | Maura Ellen | 10/31/2008 | | |
| Blake | Justin | 10/31/2008 | | |
| Pesce | Claudia | 10/31/2008 | | |
| Tropiano | Joseph | 10/31/2008 | | |
| Moeenziai | Ladan | 03/19/2009 | | |
| Robinson | Jonathan | 03/19/2009 | | |

PLEASE REFER
TO
ATTACHMENT E

| | | |
|-------------|-------------|------------|
| Rohrs | Kelly | 03/19/2009 |
| Deri | Christopher | 03/19/2009 |
| Jesrani | Vijay | 03/19/2009 |
| Schneider | Maria | 03/19/2009 |
| Holloway | Michael | 03/19/2009 |
| Gee | Joshua | 03/19/2009 |
| Chapdelaine | Kristin | 05/07/2009 |
| Ramamurty | Anuradha | 05/07/2009 |
| Montes | Luisa | 05/07/2009 |
| Shelat | Mona | 05/07/2009 |
| Taormino | Megan | 05/07/2009 |
| Pennas | Thaddeus | 05/07/2009 |
| Thornson | Scott | 05/07/2009 |
| Lederman | Erica | 05/07/2009 |
| Burke | Tim | 05/07/2009 |
| Gogol | Jill | 05/07/2009 |
| Netek | Jonathan | 05/07/2009 |
| Noble | Erica | 05/07/2009 |
| Surrell | Jeff | 05/07/2009 |
| Rubel | Steve | 05/07/2009 |
| Levinson | Catherine | 05/07/2009 |
| Santow | Dan | 05/07/2009 |
| McNeill | Brian | 05/07/2009 |
| Bennett | Taylor | 05/07/2009 |
| Bloomgren | David Erick | 05/07/2009 |
| Palo | Vanessa | 05/07/2009 |



U.S. Department of Justice

National Security Division

Washington, DC 20530

SECTION B

In addition to those persons listed in Section A, list below all current employees rendering services directly on behalf of the foreign principals(s) who have not filed short-form registration statements. (Do not list clerks, secretaries, typists or employees in a similar or related capacity). If there is some question as to whether an employee has an obligation to file a short-form, please address a letter to the Registration Unit describing the activities and connection with the foreign principal.

| Name | Function | Date Hired |
|--------------|----------|------------|
| PLEASE REFER | | |
| TO | | |
| ATTACHMENT F | | |
| | | |
| | | |
| | | |

Signature: _____

Date: _____

Title: _____

2009 OCT 30 AM 10:31
CRM/ISS/REGISTRATION UNIT

Name of Registrant: Daniel J. Edelman, Inc.
Registration No.: 3657

ATTACHMENT E

Period of April 1, 2009 through September 30, 2009

(An employee or individuals' termination is based on connection with a specific Foreign Principal)

Question: 5(b)

Have any employees or individuals, who have filed a short form registration statement, terminated their employment or connection with the registrant during this 6 month reporting period.

Office of the Japanese Consul General

| Name | Position or connection | Date terminated |
|---------------------|---------------------------|-----------------|
| Estevez, Michael A. | Senior Account Supervisor | 03/2009 |
| Palo, Vanessa | Account Supervisor | 03/2009 |
| Saran, Smita | Senior Account Executive | 03/2009 |
| Walrath, Bret | Executive Vice President | 03/2009 |

Invest Northern Ireland

| Name | Position or connection | Date terminated |
|------------------------|-----------------------------|-----------------|
| Blake, Justin | General Manager | 11/2008 |
| Edelman, Renee | Senior VP | 11/2008 |
| Harrington, Matthew | President & CEO | 11/2008 |
| Merrill, Melissa | Account Supervisor | 11/2008 |
| Moynihan, Megan | Assistant Account Executive | 11/2008 |
| Pesce, Claudia | Assistant Account Executive | 11/2008 |
| Roy, Stephen | Vice President | 11/2008 |
| Sarno, Amy | Senior Account Supervisor | 11/2008 |
| Taylor, Jennifer | Account Supervisor | 11/2008 |
| Van der Boom, Christel | Senior VP | 11/2008 |

2009 OCT 30 AM 10:39
ISS/REGISTRATION

Name of Registrant: Daniel J. Edelman, Inc.
Registration No.: 3657

Foreign Principal: Abu Dhabi Future Energy Company (trading name of Masdar)

| Name | Position or connection | Date terminated |
|------------------------|---------------------------|-----------------|
| Belcher, Amanda | Sen Account Executive | 09/2009 |
| Bhattacharya, Rishi | Director | 07/2009 |
| Bloomgren, David | Vice President | 07/2009 |
| Brooks, Caroline | Account Executive | 09/2009 |
| Capps, Jennifer Linnea | Sen Account Supervisor | 09/2009 |
| Chapdelaine, Kristin | Asst Acc Executive | 07/2009 |
| Clark, Ann | Assist Acc Executive | 09/2009 |
| Ehrlich, Alyssa | Intern | 09/2009 |
| Hannah, Mark | Acc Supervisor | 12/2008 |
| Harris, Hadley | Senior Account Supervisor | 08/2009 |
| Jesrani, Vijay | Account Executive | 09/2009 |
| Kupiecki, Kimberly | Senior Vice President | 09/2009 |
| Laws, Benjamin | Sen Account Executive | 09/2009 |
| Lumet, Michele | Sen Project Manager | 09/2009 |
| Montes, Luisa | Account Executive | 02/2009 |
| Naguib, Amgad | Account Supervisor | 09/2009 |
| Pipkin, Melanie | Sen Account Executive | 09/2009 |
| Pulchin, Howard | Managing Director | 09/2009 |
| Rajpal, Nikki | Assist Acc Executive | 09/2009 |
| Schoenfelder, Emily | Account Executive | 09/2009 |
| Shelat, Mona | Asst Acc Executive | 07/2009 |
| Surrell, Jeff | General Manager | 07/2009 |
| Taormino, Megan | Asst Acc Executive | 07/2009 |
| Thornson, Scott | PR Consultant | 08/2009 |
| Woods, Jonathan | Account Executive | 08/2009 |

Name of Registrant: Daniel J. Edelman, Inc.
Registration No.: 3657

Foreign Principal: Critical National Infrastructure Authority (CNIA)

| Name | Position or connection | Date terminated |
|----------------|------------------------|-----------------|
| Jesrani, Vijay | Account Executive | 01/2009 |

Foreign Principal: IE Singapore

| Name | Position or connection | Date terminated |
|-------------------|------------------------|-----------------|
| Clark, Ann | Assist Acc Executive | 07/2009 |
| Gee, Joshua | Account Executive | 07/2009 |
| Holloway, Michael | Senior VP | 07/2009 |
| Rohrs, Kelly | Account Supervisor | 07/2009 |
| Tabak, Ilana | Account Supervisor | 07/2009 |

Name of Registrant: Daniel J. Edelman, Inc.

Registration No.: 3657

ATTACHMENT F

Period of April 1, 2009 through September 30, 2009

(Short Form Registrations forms attached)

Question: 5(c)

During this 6 month reporting period, has the registrant hired as employees or in any other capacity, any persons who rendered or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical or secretarial, or in a related or similar capacity?

Foreign Principal: Abu Dhabi Future Energy Company (trading name of Masdar)

| Name | Residence address | Citizenship | Position | Date assumed |
|------------------------|-------------------------------------|-------------|------------------------|--------------|
| Belcher, Amanda | Included in Short Form Registration | US | Sen Account Executive | 04/01/2009 |
| Brooks, Caroline | Included in Short Form Registration | US | Account Executive | 05/14/2009 |
| Capps, Jennifer Linnea | Included in Short Form Registration | US | Sen Account Supervisor | 05/21/2009 |
| Clark, Ann | Included in Short Form Registration | US | Assist Acc Executive | 04/14/2009 |
| Ehrlich, Alyssa | Included in Short Form Registration | US | Intern | 07/17/2009 |
| Jesrani, Vijay | Included in Short Form Registration | US | Account Executive | 08/18/2009 |
| Laws, Benjamin | Included in Short Form Registration | US | Sen Account Executive | 05/21/2009 |
| Lumet, Michele | Included in Short Form Registration | US | Sen Project Manager | 05/13/2009 |
| Naguib, Amgad | Included in Short Form Registration | Egyptian | Account Supervisor | 04/01/2009 |
| Pipkin, Melanie | Included in Short Form Registration | US | Sen Acc Executive | 06/18/2009 |
| Pulchin, Howard | Included in Short Form Registration | US | Managing Director | 07/17/2009 |
| Rajpal, Nikki | Included in Short Form Registration | US | Assist Acc Executive | 04/14/2009 |
| Schoenfelder, Emily | Included in Short Form Registration | US | Account Executive | 06/17/2009 |

Foreign Principal: Critical National Infrastructure Authority (CNIA)

| Name | Residence address | Citizenship | Position | Date assumed |
|--------------------|-------------------------------------|-------------|---------------|--------------|
| Burke, Tim | Included in Short Form Registration | US | Designer | 08/06/2009 |
| Cadreja, Christina | Included in Short Form Registration | US | Acc Executive | 04/23/2009 |

Name of Registrant: Daniel J. Edelman, Inc.

Registration No.: 3657

| | | | | |
|-----------------|-------------------------------------|----|----------------------|------------|
| Clark, Ann | Included in Short Form Registration | US | Assist Acc Executive | 07/14/2009 |
| Kinoshi, Louisa | Included in Short Form Registration | US | Assist Acc Executive | 04/13/2009 |
| Kumar, Amit | Included in Short Form Registration | US | Designer | 04/24/2009 |
| Lumet, Michele | Included in Short Form Registration | US | Sen Project Manager | 04/22/2009 |
| Walsh, Allison | Included in Short Form Registration | US | Senior Designer | 04/23/2009 |

Foreign Principal: IE Singapore

| Name | Residence address | Citizenship | Position | Date assumed |
|--------------|-------------------------------------|-------------|----------------------|--------------|
| Clark, Ann | Included in Short Form Registration | US | Assist Acc Executive | 04/13/2009 |
| Tabak, Ilana | Included in Short Form Registration | Israel/US | Account Supervisor | 04/15/2009 |

2009 OCT 30 AM 10:39
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Name of Registrant: Daniel J. Edelman, Inc.
Registration No.: 3657

ATTACHMENT G
Period of April 1, 2009 through September 30, 2009

Question: 15(c)

During this 6 month reporting period, have you from your own funds and on your own behalf either directly or through any other person, made any contributions of money or things of value in connection with an election to any political office, or in connection with any primary election, convention, or caucus held to select candidates for political office?

| Name | Date | Amount or thing of value | Name of political organization | Name of candidate |
|-------------|-----------------|-----------------------------|---|----------------------|
| Deri, Chris | August 30, 2009 | \$100 | Eric Gioia campaign for NYC Public Advocate | Eric Gioia |

Name of Registrant: Daniel J. Edelman, Inc.
Registration No.: 3657

ATTACHMENT A

Activities for the Period of April 1, 2009 through September 30, 2009

Foreign Principal: Abu Dhabi Future Energy Company trading name of Masdar)

Services and activities include:

April 2009

Academy Launch

- Continued to have conversations with event management companies regarding the Academy launch
- Developed an RFP to guide event management companies in preparing proposals for the launch
- Met with IMG in NY to assess their capabilities before sharing the RFP with them
- Sent finalized RFP to event management companies and worked with them to answer any questions
- Reviewed the final proposals from event management companies
- Coordinated meetings for potential event management companies to present proposals to CNIA
- Participated in presentations by event management companies and provided initial feedback
- Researched and shared available dates at Emirates Palace to consider for the Academy announcement event

Messaging & Materials Development/Vendor Stakeholder Communication

- Developing a marketing and communications plan encompassing strategies and tactics for 2009 through the end of 2010, including comprehensive media, influencer and events lists and detailed descriptions of communications activities
- Researched additional potential targets for an Academy "listening tour"
- Developed a second draft of memo outlining recommendations, rationale and targets for the tour
- Developed a template for the CNIA newsletter and drafted two articles for the first edition
- Reached out to AMC members and vendor stakeholders to solicit their feedback and assistance in develop additional sections for the newsletter; put on hold until market research is complete

Market Research

- Participated in several conversations and in-person meetings with Boartes to better understand their RFP and how we work best together

2009 OCT 30 AM 10:30
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- Developed and provided Boartes with questions to help inform our communications and marketing strategy
- At Boartes' request, developed and provided them with a preliminary media plan for the announcement, Q&A document and a draft press release for the announcement

Branding & Visual Identity

- Continue to work with Brand Faith on potential names for the Academy

Strategic Counsel/Account Management

- Participate in regular conversations with Good Harbor and CNIA
- Participate in weekly AMC meetings or individual meetings with Shaikha or Rania, as appropriate
- Send weekly updates on communications activities and status of work
- Spent one week in Abu Dhabi participating in various meetings with CNIA

May 2009

MEDIA

Op-eds

- Developed Op Ed on Masdar's role in the diversification of Abu Dhabi's economy for the World Economic Forum
- Site visits and interviews
- ABC Documentary – Australia, Edelman initiated discussions regarding a site visit in July
- Foreign Affairs Magazine – Coordinated interview with Dr Sultan
- Manager Magazine - Coordinated interview with Khaled and provided images
- Adrian Smith & GG book – Scheduled interview with Khaled later scheduled for late June
- Emerging Energy Research – Coordinated interview with Bader
- Conducted briefing with Reuters and Ziad following article re Masdar's CSP investment to ensure correct information used in future reports
- Coordinated/staffed Portuguese media delegation
- Held lunch briefings with the National business editor, Al Ittihad, WAM and ADTV

Q&A's

- Urban Land – Developed Q&A and provided supporting images
- Al Masar Magazine (RTA Magazine) – Developed Q&A and provided journalist with additional images
- 2A Architecture – coordinated response with Fosters and supported article development throughout

- Albenaa – forwarded request to Fosters and continued to support article development throughout
- Etihad Inflight – Coordinated Q&A development and provided along with supporting images
- Trade Arabia – Coordinated Q&A development and provided along with supporting images
- www.alloyra.ae – Coordinated Q&A development and provided along with supporting images

Other/Pending activities

- British Airways Ad Campaign – Set up initial briefing between BA and Zar to discuss proposals
- B'HERE (Arab Communication) – Followed up request from journalist and currently awaiting feedback from journalist
- Short Films in production with world leading directors – Followed up request from journalist and currently awaiting feedback from journalist
- Arabian Knight – Followed up request from journalist and currently awaiting feedback from journalist
- BBC World – Followed up request from journalist and currently awaiting feedback from journalist
- Arabian Business - Followed up request from journalist and currently awaiting feedback from journalist
- The Green Planet Documentary – Developed brief for interview with Khaled, however journalist called off due to sickness, waiting for journalist to re-approach on timings
- L'Officiel Hommes – Green Issue - Followed up request from journalist and currently awaiting feedback from journalist

ANNOUNCEMENTS

- ***London Array***
- Staffed numerous calls with shareholder communications teams to agree on and coordinate media approach during final investment decision negotiations.
- Advised Masdar Utilities Unit on how to proceed re communications during this period.
- Coordinated approach and announcement timing with Downing St.
- Developed press release and Q&A with shareholders and distributed to regional media.

ZFEP

- Engaged Strategy One to conduct research of WFES database for news release.
- Developed press release for nominations announcement.
- Developed press release and feature pitch for June announcement.

10MW

- Planning for 10MW launch event including site visits, media plan development and materials development.

EFEF Planning

- Materials development including backgrounders, Q&As, Fact Sheets, Directors' and CEOs' speeches, and detailed briefing books for the forum.
- Liaised with business units to develop story angles.
- Coordinated on the ground support from Edelman London and Madrid.

Education MOU

- Worked with MoE and ADEC to draft MOU and press release

EWS/WWF MOU

- Ongoing liaison with EWS re MOU and corporate heroes announcement

TRIPS/SPEAKING OPPORTUNITIES

- Secured Dr. Nawal's speaking opportunity at the 2009 ClimateForum in Geneva; Coordinated speaking logistics and reimbursement of travel/accommodation expenses
- Revised, reformatted and finalized Dr. Nawal's bio
- Declined 25 speaking opportunities and sponsorships
- Drafted filters and scorecards for seven events
- Participated in weekly calls with Omar to discuss priorities

Other

- Advised on and wrote entry for Masdar City's Wikipedia page
- Implemented the new speaking opportunities filter
- Implemented speaking opportunities scorecard that quantitatively assesses speaking opportunities
- Implemented sponsorship opportunities scorecard that quantitatively assesses sponsorship opportunities
- Researched events to proactively recommend for Masdar's participation
- Provided proactive and reactive recommendations on speaking requests and followed up with organizers to decline or accept opportunities

SPECIAL PROJECTS

- Continued ongoing maintenance of Masdar YouTube site

2009 Plan

- Completed 2009 plan and timelines
- Agreed on budget and scope of work

ACCOUNT MANAGEMENT/ONGOING WORK

- Provided on-site support in Abu Dhabi
- Provided daily news roundups
- Conducted internal team calls once a week to discuss ongoing activities
- Conducted weekly calls with Masdar to discuss ongoing activities

June 2009

MEDIA

Site visits and interviews

- ABC Documentary – Australia, Edelman continued discussions regarding a site visit in July
- NBC News (Dateline & Today) – Liaised with NBC news regarding potential story on Masdar City
- Danish Top-Tiers – Coordinated interview with Sam Nader
- Adrian Smith & GG book – Coordinated interview with Khaled and Saman
- ABC Australia – Liaised with journalist on timings and pushed them back to September
- Die Spiegel – Coordinated interview with Dr Sultan
- Mubadala filming – Coordinated all site logistics with film crew and Enviromena
- Newsweek – Coordinated interview with John Perkins and Tariq Ali
- Al Rouya Al Iqtisadeyah – Prepared speaker brief and forwarded to H&K for coordination
- AME Info – Prepared speaker brief and forwarded to H&K for coordination
- Stern Magazine – Liaised with Stern Magazine to push back interview to September
- Gulf News (CNN/FT/Al Khaleej/BBC radio) – Bangladesh Site visit – Ongoing coordination of response from Saba/Fares
- Booz and Co – Liaised with journalist to discuss potential interview in July
- NPR On point – Liaised with journalist to discuss potential interview in August

Q&A's

- Al Masar Magazine (RTA Magazine) – Developed Q&A and provided supporting images

2009 OCT 30 AM 10:39
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- CSPToday – Developed Q&A, awaiting response from journalist for additional questions
- 2A Architecture – Continued to support article development
- Construction World-Green Building – Developed Q&A and provided supporting images
- Al Rouya.com – Completed Q&A; coordinated approvals and sent to publication
- Knucklehead – Developed Q&A and provided supporting images
- OOSKANews – Passed Q&A to CH2MHILL for coordination
- Universities Magazine – Provided to H&K to coordinate Q&A development
- Mediehuset Ingeniøren – Developed Q&A and provided supporting images
- DowJones – Developed Q&A and provided supporting images
- Veja Magazine – Developed Q&A and provided supporting images
- Green2 magazine – Developed Q&A and provided general background and renderings
- The National – Developed Q&A and provided general background and renderings
- México Design – Developed Q&A and provided general background and renderings
- TV 5 Canada – Developed Q&A and provided general background and renderings
- MediaLine – Developed Q&A and provided general background and renderings
- Welt der Wunder / tv14 – Developed Q&A and provided general background and renderings

Video and Image distribution

- French-Canadian network TV5 – Provided Masdar Video
- Metro Report International – Provided images and background information on Masdar PRT and City
- Mexico Design – Provided images and Masdar HQ press release
- Borehole Water Association – Provided images of Masdar PV
- MOSS Sustainability Series– Provided Masdar Video
- First Solar – Provided images and background information on Masdar PV
- ENCYCLOPEDIA – Provided images of Masdar City
- Revolve Magazine – Provided background information on Masdar and IRENA
- Daelim Industrial – Provided background information and directed them to procurement
- Dow Jones – Provided background information on IRENA
- The Eco Living – Provided Masdar Video
- Gulf News – Provided Image of Masdar HQ

Other/Pending activities

- British Airways Ad Campaign – Continued to coordinate discussions regarding

- BBC World – Followed up request from journalist and currently awaiting feedback
- Provided feedback on OBG chapters on Energy and Environment
-

ANNOUNCEMENTS

- 10MW
- Finalized planning for launch including the development of all media materials
- Coordinated press release distribution and sell-in to international and local audiences

EFEF

- Finalized materials development including backgrounders, Q&As, fact sheets, directors' and CEOs' speeches, and detailed briefing books for the forum
- Coordination with the BEC communications department
- Deliver on the ground support from Edelman New York, London and Madrid
- Staffed interviews with Dr Sultan and directors throughout event
- Refine target media list for Spanish market
- Provide translation for all media interviews with Spanish media
- Developed three press announcement for EFEF
- Coordinated press release distribution and sell-in to international and local audiences
- Developed full international coverage report and provided to Masdar
- Coordinated full event report and provided to Masdar
- Coordination of post-event requests from Spanish journalists
- Provided logistical support to Masdar marketing team in Bilbao

ZFEP

- Finalized media materials
- Coordinated press release distribution and sell-in to international audiences
- Continued outreach to top-tier media outlets across MENA, Europe and the US to push Dipal interview slots

MI EFEF Release

- Finalized media materials
- Coordinated press release distribution and sell-in to international audiences
- Secured interviews in Bilbao following announcement

Education MOU

- Worked with MoE and ADEC to finalize MOU and press release

- Coordinated the attendance of key media at the signing ceremony
- Coordinated press release distribution and sell-in to local audiences

Fraunhofer Announcement

- Met with business unit leads to get brief on partnership/announcement
- Developed press release and coordinated approvals with Fraunhofer team/Masdar
- Coordinated international distribution

TRIPS/SPEAKING OPPORTUNITIES

- FT View from the Top - Invitation from the FT for Sultan to attend '*View from the Top*' summit on 28 October 2009 in New York

Other

- Developed NYU Carbon Afterward
- Provided proactive and reactive recommendations on speaking requests and followed up with organizers to decline or accept opportunities

SPECIAL PROJECTS

- WFES
- Met with team and discussed WFES planning/research requirements
- Developed planning framework for WFES and shared with FG
- Briefed StrategyOne on stakeholder research project

ACCOUNT MANAGEMENT/ONGOING WORK

- Provided on-site support in Abu Dhabi
- Provided daily news roundups
- Developed briefing pack for Fares
- Provided top-line recommendations for improvements to the Masdar Media Centre
- Conducted internal team calls once a week to discuss ongoing activities
- Conducted weekly calls with Masdar to discuss ongoing activities

July 2009

MEDIA

Site visits and interviews

- Imagination Publication – Provided background info, referred to CH2M Hill for interviews and coordinated Q&A with Khaled Ballaith

- Saudi Aramco World – Researched publication and provided background information.
- ABC News – Liaised with producer regarding timing for site visit, now pushed back to September
- Boston Visit/Masdar Institute
 - E&E News – Interview secured for both Sultan and Dr. Perkins
 - Boston Globe (freelance) – Interview secured for Dr. Perkins
 - Chronicle of Higher Education – Interview secured for Dr. Tariq
 - MIT News – Interview secured for Dr. Tariq
- Newsweek - Liaised with Stryker Maguire over feature
- NRK – Norwegian TV – Signed off an interview with Gerard at Fosters
- Wall Street Journal Europe – Liaised with journalist to help facilitate article development
- Booz and Co – Contacted journalist to decline interview request
- NPR On point – Worked with journalist to discuss potential interview in August
- Etihad Horizons – Fielded interview request to H&K
- Arab Media Group – Fielded site visit request to H&K
- NHK – Coordinated interview with Dr Nawal and site visit for filming at Masdar PV
- Chosun – Developed briefing document for potential interview on 5th August
- NPR – Developed briefing document and coordinated interview timings with Khaled A on 3rd August
- The National – Coordinated interview with Masdar Interview spokesperson on Clean Tech Fund article
- The National – Liaised with journalists to coordinate Smart Grid story
- BBC – Took BBC reporter out to PV site to film following interview with Dr Sultan on IRENA
- Greenpeace – Liaised with journalist and developed briefing document for interview with Khaled

Q&A's

- Le Progress – Provided fact sheets and background information
- Veja Magazine – Developed Q&A and provided with images and background information
- OBG – Proofread and provided feedback to journalist on article
- New Energy Finance – Declined request for information on new Clean Tech Fund
- MEED – Declined request for information on retendering SHAMS 1
- ABQ Zawya Lebanon – Provided response to questions

Video and Image distribution

- Arab Media Group – Provided images of Masdar PV

- Energetika.NET – Provided images of Masdar City
- Shawati' Magazine – Provided images of Masdar HQ and background information on IRENA
- Australian Embassy in UAE – Provided images of Masdar City
- Monthly Energy Update – Provided images and background information on Masdar City
- Inside Out - Provided images of Masdar HQ
- Earth from Above – Provided Masdar video
- Newsweek – Provided images
- Areion – Provided images
- Editoriale Lotus – Provided images and background materials
- TBWARAAD – Provided images of Masdar City
- Calcalist – Provided images and background information on Masdar City
- Identity magazine – Provided images of Masdar Headquarters
- UT College of Architecture – Provided images
- Natural Capitalism Solutions – Liaised and vetted outlet's request for renderings
- Z_punkt GmbH – Provided renderings
- Construction Equipment Guide – Declined interview request
- Green Blog – Provided PRT rendering

Other/Pending activities

- British Airways Ad Campaign – Coordinated inclusion of the Masdar Institute into the ad, and received sign-off from Omar to proceed with the campaign, continue to work with BBH/BA on content.
- Developed a media target list for Dipal and ZFEP opportunities
- Vetted Middle East Institute speaking opportunity
- Vetted UNESCO speaking opportunity
- Researched vendors for MI branded bags for students

TRIPS/SPEAKING OPPORTUNITIES

- FT View from the Top - Invitation from the FT for Sultan to attend 'View from the Top' summit on 28 October 2009 in New York

SPECIAL PROJECTS

ZFEP

- Attended briefing meeting on ZFEP plans
- Provided proposals for international ZFEP PR plan

WFES PREPARATION

- Attended briefing meeting on WFES plans
- Developed WFES materials development plan including summary of existing material
- Developed a tiered media list broken down for Dr. Sultan, Directors and technical experts
- Developed updated list of speaking opportunities for each business unit
- Provided list of approved media spokespeople and scorecard results
- First draft development of the following documents:
 - Corporate backgrounder
 - Corporate Q&A
 - Corporate boilerplate
 - Exec biographies for all Directors
 - ZFEP factsheet and Q&A
 - Masdar Institute factsheet and Q&A
 - Industries fact sheet and internal Q&A
 - Masdar PV fact sheet and internal Q&A
 - Clean Tech Fund fact sheet and internal Q&A
 - Masdar City fact sheet and internal Q&A
 - Masdar City construction timeline
 - Masdar City partner list
 - Masdar City Transportation fact sheet and internal Q&A
 - Utilities and Asset Management fact sheet and internal Q&A
 - Carbon Management fact sheet and internal Q&A
 - Masdar PV fact sheet and internal Q&A
 - HPAD fact sheet and internal Q&A
 - CCS Network fact sheet and internal Q&A
 - SHAMS 1 fact sheet and internal Q&A
 - Clean Tech Fund fact sheet and internal Q&A
 - WinWinD fact sheet and internal Q&A
 - Torresol fact sheet and internal Q&A
 - Clean Tech Fund fact sheet and internal Q&A

Strategy One

- Developed and provided proposals for Strategy One Survey

BASF

- Edited press release for BASF

SWISS VILLAGE

- Drafted press release for PDU on Swiss Village announcement

ACCOUNT MANAGEMENT/ONGOING WORK

- Provided on-site support in Abu Dhabi
- Provided daily news roundups
- Conducted internal team calls once a week to discuss ongoing activities
- Attended meeting with McKinsey and Company on Masdar Experience
- Attended all day agency meeting with Masdar and H&K and developed detailed meeting report
- Attended weekly team meeting at Masdar
- Attended strategy discussion meeting on Masdar Institute
- Provided team contact details to Wordsearch UAE
- Gathered backup and approvals for Masdar financial department
- Provided ongoing press office support, including the fielding of 10 press enquiries from Foster + Partners

August 2009

MEDIA

Site visits and interviews

- Wall Street Journal Europe – Liaised with journalist to help facilitate article development
- Chosun – Developed briefing document for interview on 5th August but interview was cancelled
- Donga – Developed briefing document for interview on 16th August but interview was cancelled
- Carbon Cities - Developed briefing document for interview on 3rd September
- NPR - Developed briefing document and coordinated interview timings with Khaled A on 3rd August, provided coverage to the team
- ABC News Australia - Ongoing liaison regarding September/October site visit and broadcast filming
- Stern Magazine - Liaised with editor of regarding Masdar City site visit in October
- Sunday Herald - Liaised with Colin Donald and recommended he come to WFES instead of doing a site visit now

- Greenhouse Catalogue productions - Liaised with Vladimir Belogolovsky about inclusion of Masdar and possible sponsorship
- Architecture of Change 2 book - Liaised with Fosters about possible inclusion of Masdar
- Swiss TV – contacted journalist about dates and interviews and await final confirmation before preparing a brief
- Reuters TV – secured interest from journalist to visit Masdar City. Liaising with Stuart McDill about dates and interviews
- ABC News – Continued to liaise with producer regarding site visit, now tentatively scheduled for October. Drafted full recommendation, risk/benefit analysis and briefing doc for Masdar
- New York Times – vetted interview request, liaised with journalist and drafted briefing document for Omar to get Sultan's approval
- Shin Dong-A - Put forward proposal to Masdar for approval
- The National – Coordinated and responded to queries regarding Masdar's participation in CDM project in Egypt.

Q&A's

- The National – Khaled Awad on sand storms in Masdar City
- *Achieving Business Excellence* – Provided fact sheets and background information
- Construction World-Green Building – Developed Q&A and provided with images and background information
- Veja Magazine – Provided background information and renderings on Masdar Institute
- Café Europe– Developed Q&A and provided with images and background information
- John Haffner – held conference call with Omar and author John Haffner to provide background on Masdar. Haffner will draft questions for Sultan, Edelman to draft answers and submit for approval.
- The Media Line – Liaised with journalist Adam Gonn regarding inquiry about the Masdar Institute
- CNBC's "The Business of Innovation," – Provided background information (waiting on IP for confirmation of video distribution)
- Singaporean publication – drafted Q&A for journalist accompanying Singapore Deputy PM

Video and Image distribution

- Project Management Institute – Provided renderings of Masdar City
- Global Landscapes of Oil – Provided renderings of Masdar City
- Heinrich-Böll Foundation – Received image distribution request from AS+GG. Made recommendation to Fares to share all publicly available images with media upon request.
- Identity Magazine (authorized Fosters to send)

- F1 Magazine (authorized Fosters to send)
- PM Network – Provided renderings of Masdar City
- Crystal Fountains – referred to AS+GG

Other/Pending activities

- British Airways Ad Campaign – Continue to work with BBH/BA on content.
- Worked with NY and London Madar media teams to revamp Global Master Masdar Media List based on tier 1, 2 and 3 priority contacts per memo to Fares
- Offered recommendation on Forestry Stewardship Council workshop
- Prepared shooting plan for Masdar site visits
- Edited CH2MHill press release – release was cancelled.
- Participated in Masdar City messaging workshop and provided recommendations to deal with Masdar Institute opening date.
- Conducted media training session
- Provided media training scorecards of trainees.
- Drafted bios for Sanad Ahmed and Ahmed Beghoom

TRIPS/SPEAKING OPPORTUNITIES

- FT View from the Top - Invitation from the FT for Sultan to attend ‘View from the Top’ summit on 28 October 2009 in New York
- Clinton Global Initiative Fifth Annual Meeting
 - o Compiled full list of 83 contacts relevant to “Energy & Climate Change” among Clinton Global membership for Saba
 - o Drafted influencer and media target recommendations for Sultan’s visit to New York for CGI
 - o Participated in conference call with Richard Mintz regarding Sultan’s potential meeting with Governor Schwarzenegger
 - o Conducted outreach to discussed a Masdar commitment or ZFEP at CGI
 - o Drafted template schedule for Sultan’s participation at CGI
- Researched the World Energy Forum per Serina’s request
- Governors' Global Climate Summit- Put forth recommendation to Fares, Sultan declined
- Energy Efficiency Global Forum & Expo – Provided recommendation to Fares
- Rotterdam Global Urban Summit – liaised with Fosters and Masdar about possibility of Gerard attending
- Evaluation and scorecard for Solar World Jury invitation for Dr. Sultan

SPECIAL PROJECTS

WFES PREPARATION

- Attended second briefing meeting on WFES plans
- Held brainstorm with internal team to discuss WFES media activities
- Developed WFES media activities plan and provided to Masdar
- Developed pre WFES outreach plan to support REED activities and provided to Masdar
- Compiled WFES target media list, including 15 potential journalists to be sponsored. 12 bloggers and 3 South American print journalists.
- Coordinated director interviews and revised/finalised development of the following documents:
 - o Corporate backgrounder
 - o Corporate Q&A
 - o Corporate boilerplate
 - o Exec biographies for all Directors
 - o Masdar Institute factsheet and Q&A
 - o Industries fact sheet and internal Q&A
 - o Masdar PV fact sheet and internal Q&A
 - o Clean Tech Fund fact sheet and Q&A
 - o Masdar City fact sheet and Q&A
 - o Utilities and Asset Management fact sheet and Q&A
 - o Carbon Management fact sheet and Q&A
 - o HPAD fact sheet and Q&A
 - o CCS Network fact sheet and Q&A
 - o SHAMS 1 fact sheet and Q&A
 - o Clean Tech Fund fact sheet and Q&A
 - o WinWinD fact sheet and Q&A
 - o Torresol fact sheet and Q&A
 - o Clean Tech Fund fact sheet and Q&A

BASF

- Developed press release for BASF announcement
- Circulated and sold in press release to journalists
- Compiled coverage reports with full circulation data

Masdar institute

- Dr Tariq Ali London Visit
 - o Sold in interviews to journalists

- Secured interviews with two top-tier publications - Sunday Herald and the Independent for 2 September 2009
- Developed and circulated full briefing documents
- Identified vendor for embroidered Patagonia bags for the Masdar Institute, liaised directly to determine the logo design, coordinate the order, negotiate shipping and execute delivery and billing
- Procured and sent Newsweek feature articles for MI and CEO office.
- Coordinated interview with new students and The National
- Coordinated briefing session for new students before the interview with The National
- Chronicle for Higher Education – coordinated and staffed interview with Chronicle of Higher Education.
- Developed and drafted difficult Q&A for Masdar Institute in conjunction with H&K.
- Attended meetings for launch planning and to review launch documents

Ministry of Trade Book

- Updated section on Free zone / Special Economic Zone
- Updated section on Establishing a Business

IRENA

- Drafted letter from HH Sheikh Abdullah bin Zayed Al Nahyan to Mrs. Helene Pelosse

ACCOUNT MANAGEMENT/ONGOING WORK

- Provided on-site support in Abu Dhabi
- Provided daily news roundups
- Conducted internal team calls once a week to discuss ongoing activities
- Attended weekly team meeting at Masdar
- Provided ongoing press office support
- Attended FSC Workshop Meeting on 19th August

September 2009

MEDIA

Site visits and interviews

- Reuters TV - Approached journalist who has agreed to visit in late October

- BA Ad Campaign (Knucklehead) - Arranged and coordinated a recce around Masdar City and Masdar Institute for production company Boomtown and meeting with Omar, and provided an overview of the day's activities to the team
- ARD TV/3SatTV Germany - Edelman liaising with Eberhard Bussem to discuss potential Masdar visit
- The Times, 'Green Cities' Supplement interview with Khaled Awad - Edelman arranged an interview with Khaled, and sent images and background information to journalist
- Financial Times, Arts Section - Edelman connected with journalist Edwin Heathcote about article, offering an interview, briefing on latest announcements and sending images
- Neikki Eco - Declined request for site visit and filming following agreement of recommendation from Omar
- Carbon Cities - Coordinated and attended interview on 3rd September with Dr Nawal
- Shin Dong-A - Edelman declined interview request
- Stern Magazine - Liaising with Katja Gloger, editor-at large, Stern who is looking to visit AD to do a reportage piece on Masdar.
- The National - Hosted interview with Khaled
- ABC News - Continued to Liaise with ABC News and Masdar on timings
- New York Times - Continued to liaise with journalist and Masdar on timings
- Shooting plan for Masdar Site visits - Developed shooting plan for site visits and provided list of recommended spokespeople for each interview, submitted to Masdar
- ABC Australia - Continued to liaise with journalist and Masdar on timings
- Stern Magazine - Liaising with Katja Gloger, editor-at large, Stern who is looking to visit AD to do a reportage piece on Masdar.
- The Sunday Herald - Circulated coverage on the Masdar Institute, following interview with Dr Tariq
- The Independent - Circulated coverage on the Masdar Institute, following interview with Dr Tariq. Also corrected an error in the coverage for the online edition

2009 OCT 30 AM 10:40
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Q&A's

- John Haffner - John providing questions and Edelman to develop answers on receipt
- Justus Wanzala, Kenya - Responded to journalist declining request for information following approval from Omar
- Greenpeace Magazine - Received signed-off quote from Omar and sent to journalist. Also sent images to picture desk.

Video and Image distribution

- Real Estate and Investment Middle East is
- Business Traveler
- Cafe Europe
- Direttore Responsabile Magazine, Italy

- CNBC - Business of Innovation
- Logistics
- De Telegraaf
- Punkt
- NTNU, Norway
- Contemporary Architecture in the Middle East
- PM Network
- Cooper Hewitt Design Museum
- Crystal Fountains
- Boreholewater Association

TRIPS/SPEAKING OPPORTUNITIES

- Climate Week NYC Salon Dinner -Drafted recommendation, targets compiled
- Clinton Global Initiative -Drafted full recommendation, tentative schedule and influencer briefing targets
- Clinton Global Initiative -Drafted full recommendation, tentative schedule and influencer briefing targets
- United Nations Industrial Development Organization - Declined
- Library of Congress - Decline
- Governors' Global Climate Summit – Declined
- Energy Efficiency Global Forum & Expo - Drafted Recommendation

SPECIAL PROJECTS

PRESS RELEASES

- Monodraught Potential Press Release - Edelman liaised with PR agency for Monodraught and sent recommendations to Omar
- Climate Forum - Dr Nawal Interviews - Edelman liaised with Climate forum organizers to schedule interviews for Dr Nawal, as well as compiling full briefing pack

DR SULTAN NY VISIT

- Secured interview timings and developed briefing documents for the following interviews
 - CNBC - "Business of Innovation"
 - Forbes
 - Financial Times
 - Associated Press
 - The National

- New York Times
- Tree Hugger

WFES PREPARATION

- Provide recommendations on how to support REED activities in the run up to WFES
- Provided recommendations for all media activities taking place at WFES

Masdar institute

- Classes Start press release - Distributed press release to local markets and followed up with key trade and monthly publications to secure coverage.
- Dr Tariq London Visit -Edelman confirmed three interviews with Tariq Ali; The Independent, Times Higher Education and Sunday Herald. Edelman staffed the interviews and followed up with journalists through the week.
- The National - Student interviews -Coordinated and attended interviews with The National and students from the Institute
- Science Magazine - Drafted recommendation, briefing document, Q&A and KAUST comparison chart

ACCOUNT MANAGEMENT/ONGOING WORK

- Provided on-site support in Abu Dhabi
- Provided daily news roundups
- Conducted internal team calls once a week to discuss ongoing activities
- Attended weekly team meeting at Masdar
- Provided ongoing press office support

(IRENA-part of Masdar):

April 2009

Country Specific Actions

Worked to prepare briefing books for in-country meetings:

- Drafted talking points/Q&A doc for country briefing books and tailored to fit specific regions (Central America, Asia)

- Compiled and finalized briefing book for Alliance of Civilizations meeting in Turkey
- Developed briefing books in preparation for delegation visits to the following countries:
 - Mexico
 - Guatemala
 - Honduras
 - Costa Rica
 - Cuba
 - Cape Verde
 - Gambia
 - Mali
 - Cote d'Ivoire
 - Benin
 - Chad
 - Burkina Faso
 - Niger
 - Senegal
 - Nigeria
 - Ghana
 - Liberia
 - Sao Tome & Principe
 - Gabon
 - Ethiopia
 - Kenya
 - Eritrea
 - Turkey
 - Bulgaria
 - Macedonia
 - Italy
 - Bosnia
 - Greece
 - Slovenia
 - South Africa
 - Botswana
 - Zambia
 - Angola
 - DRC
 - CAR
 - Norway
 - Iceland
 - Ireland
 - Finland
 - Latvia
 - Lithuania
 - Belarus
 - Spain
 - Tajikistan
 - Bangladesh

Facilitated and attended delegation meetings with officials from the following countries:

- South Korea
- Turkey
- Mexico
- Guatemala
- Honduras
- Nicaragua
- Costa Rica
- Bulgaria
- Macedonia

Developed custom thank you notes following delegation visits to the following countries:

- South Korea
- Mexico

- Guatemala
- Honduras
- Costa Rica
- Cuba
- Cape Verde
- Gambia
- Mali
- Cote d'Ivoire
- Benin
- Chad
- Burkina Faso
- Niger
- Senegal
- Nigeria
- Ghana
- Liberia
- Sao Tome & Principe
- Gabon
- Ethiopia
- Kenya
- Eritrea
- Turkey

Conducted the following general research:

- Additional insights on Netherlands potential bid
- Conducted research on five-star hotels for HH Sheikh Abdullah's Africa trip
- Conducted research on Denmark bid for HQ and DG
- Conducted research on Climate Change Conference in Nairobi
- Researched and submitted information on upcoming World Economic Forum meetings

External Relations

Assisted with IRENA@UAE Web site maintenance:

- Finalized Web site optimization key word and ad copy language
- Launched IRENA Web site optimization campaign via digital team

Provided the following media relations support:

- Researched coverage of torture video issue
- Fielded a media inquiry on IRENA bid from *Gulf News*
 - Drafted response to *Gulf News* Q&A on IRENA bid, to come from Dr. Sultan or Dr. Gargash

Assisted with IRENA bid book development:

- Drafted cover letters from Sheikh Mohammed bin Zayed Al Nahyan and Sheikh Khalifa bin Zayed Al Nahyan to include in the bid book
- Proofread bid documents

Developed the following external relations materials:

- Drafted op-ed templates to use in each market visited by the traveling ministers
- Drafted article authored by Dr. Sultan for in-flight Etihad magazine discussing Masdar City
- Provided Masdar images and facts to South Korea's Chosun Ilbo, following Dr. Sultan's interview
- Began writing three speeches for Dr. Sultan:
 - Egypt event
 - African Ministerial Conference on the Environment Special Session, Nairobi, Kenya
 - Abu Dhabi conference June 6

Drafted letters to/from the following individuals:

- Finalized letter to U.S. Embassy from Masdar asking for invite to Obama's renewable energy forum
- Finalized letter to IRENA officials with questions surrounding the bid process, presentation, voting, etc.
- Drafted letters from Dr. Sultan to Guinea energy minister and Guinea ambassador
- Drafted letters from Dr. Sultan to Turkey energy minister
- Drafted letter to Iceland from Dr. Sultan
- Drafted letter to Ghana environment minister, thanking for invitation to speak at Nairobi conference and confirming our attendance

UAE Ministry of Foreign Affairs (MOFA) Support

- Researched visa requirements for Swedish national for the Latin America Trip with Dr. Maitha Al Shamsi
- Drafted letters to Fidel Sendagorta and Rafael Matos at the Spain Ministry of Foreign Affairs asking for support and offering a meeting
- Letters in Arabic/English submitted for signature by HH Sheikh Abdullah to Sec. Gen. Arab League, Sec. Gen. Islamic Conference, and Chairman of African Unity Commission, requesting support in garnering member country votes and to have member countries join IRENA
- Drafted letter for Bassam Freiha requesting lobbying support
- Drafted and submitted letter delegating Essa Sekal as UAE MOFA Rep. for African countries
- Letters to embassies in Cairo and Brussels to assist in bilateral meeting set up with countries that have no diplomatic representation in UAE during Alliance of Civilizations meeting in Istanbul
- Participated in meeting with Sheikha Lubna to finalize her travel plans for IRENA lobbying
- Drafted and sent letter to UK Secretary of State, Dept of Energy, Ed Miliband
- Finalized letters for Amr Mousa, the head of African Union, and the head of OIC and sent to London for signature by HH Sheikh Abdullah
- Drafted thank you letters to the 11 signatory countries that have submitted official support and to the six non-signatory countries that have expressed support asking them to join IRENA and vote for UAE
- Drafted letter to Somalian energy minister
- Drafted and submitted for approval the letter to Prince Andrew asking for support of UAE bid
- Drafted and submitted letter to Iceland president Olafur Ragnar Grimsson
- Sent Oman step by step process on joining IRENA in English and Arabic, in response to their request on how to become a signatory state
- Received official communication that Sultan of Brunei and his minister of energy would be coming to UAE from April 17-21; contacted Brunei ambassador in UAE and requested meeting for Dr. Gargash with Brunei minister of energy
- Advised that we follow up on EU-GCC ministerial meeting in Oman on April 26-29 and how it can be leveraged
- Drafted MOFA status report on UAE bid

Project Management

Created and updated on a regular basis the following project management documents:

- Hard count grid
- Country tracking grid
- Relationship analysis grid
- Travel schedule and calendar for ministers

Presented strategic recommendations related to the following:

- Drafted memo on locations in Africa to hold IRENA/Masdar event
- Provided counsel and feedback on presentation of lobbying strategy to senior UAE and Masdar officials

Other program support:

- Researched and distributed news relevant to UAE IRENA bid
- Packaged and submitted brochures/DVDs to be sent via pouch to UAE embassies abroad
- Updated and revised presentation for Dr. Sultan to present to leadership
- Researched and identified international meetings for lobby opportunities

Event Management

April 2, 2009 Ambassador Luncheon in Abu Dhabi

- Finalized logistics and materials
- Conducted follow up calls
- Participated in Ambassador's lunch hosted by MOFA, presentation of IRENA/Masdar video
- Participated in off-record press briefing for seven editors-in-chief of local newspapers
-

April 14, 2009 IRENA@UAE Event in New York, NY

- Coordinated with UN mission in advance of event
- Developed run of show, event check list, etc.
- Researched and created list of VIPs and key opinion leaders to invite to event
- Created briefing book for event
- Participated in walk-through of NY event and finalized last minute details
- Provided on-site assistance for and participated in New York ambassador event

April 15, 2009 IRENA@UAE Event in Washington, DC (CANCELLED)

- Coordinated with DC Ambassador's office and consultants in advance of event
- Developed run of show, event check list, etc.
- Researched and created list of VIPs and key opinion leaders to invite to event
- Created briefing book for event
- Participated in walk-through of DC event

April 23-24, 2009 Ambassador event at the Shangri-La Abu Dhabi

- Attended walk-through for Ambassadors event
- Prepared welcome letter from Dr. Gargash and agenda for attendees
- Participated in and staffed the event, lobbying ambassadors in attendance over the course of two days and four separate events
- Provided recap of the event

Renewable Energy Forum for Developing Countries in Abu Dhabi (CANCELLED)

- Attended walk-through and planning session with Masdar, MOFA and consultants at Emirates Palace
- Developed recommendations memo for May 30/June 6 event in Abu Dhabi
- Drafted and submitted PR plan for May 30/June 6 event

Ambassador events in Tunisia/Egypt

- Created event checklist for ambassador events
- Drafted and submitted invitation language for events

May 2009

Country Specific Actions

Worked to prepare briefing books for in-country meetings:

- Drafted talking points/Q&A doc and key messages for country briefing books and tailored to fit individual continent.
- Developed briefing books in preparation for delegation visits to the following countries:
 - Angola
 - Zambia
 - Botswana
 - Democratic Republic of the Congo
 - Mauritania
 - Tajikistan
 - Bangladesh
 - Norway
 - Iceland
 - Ireland
 - Finland
 - Latvia
 - Lithuania
 - Belarus
 - Bosnia
 - Kyrgyzstan
 - Uzbekistan
 - Kazakhstan
 - Azerbaijan
 - Nepal
 - Brazil
 - Uruguay
 - Argentina
 - Chile
 - Peru
 - Algeria
 - Republic of Guinea
 - Sierra Leone
 - Guinea Bissau
 - Cameroon
 - Equatorial Guinea
 - Ghana
 - Rwanda
 - Central African Republic
 - Uganda
 - Tanzania
 - Mozambique
 - Lesotho
 - South Africa
 - Swaziland
 - Zambia
 - Zimbabwe
 - Economic Community of West African States
 - South African Development Community

Facilitated and attended delegation meetings with officials from the following countries:

- Bulgaria
- Italy
- Greece
- Bosnia
- Slovenia
- Macedonia
- Finland
- Norway
- Iceland
- Ireland
- Finland
- Latvia
- Lithuania
- Belarus

Developed custom thank you notes following delegation visits to the following countries:

- Turkey
- Bulgaria
- Macedonia
- Iceland
- Ethiopia
- Eritrea
- Kenya
- Ghana

- Mexico
- Guatemala
- Honduras
- Nicaragua
- Costa Rica
- Italy
- Bosnia
- Greece
- Slovenia
- Botswana
- Zambia
- SADC Executive Secretary
- Tajikistan
- Bangladesh
- Norway
- Iceland
- Ireland
- Latvia
- Finland
- Lithuania
- Belarus

Conducted the following general research:

- Conducted research and submitted backgrounder on Turkey's new Foreign Minister
- Researched and submitted list of countries from the Organization of Islamic Committees that attended IRENA founding conference
- Developed and submitted background information on AMCEN event in Nairobi, Kenya
- Researched and developed list of international energy conferences
- Researched titles for members of IRENA selection committee
- Researched and developed backgrounder on "Energy NOC Trade Mission" event by the Bilateral US-Arab Chamber of Commerce
- Researched and updated list of foreign ministers of signatory states
- Researched weather conditions in countries for South America trip
- Researched effects of global warming on Himalayas and surrounding countries and drafted a brief summary
- Researched and developed list of intergovernmental organizations, directors and nationality of directors
- Researched options to distribute press release announcing UAE's bid submission globally.

External Relations

Provided the following media relations support:

- Updated press release announcing UAE's bid submission
- Developed new set of key messages/talking points targeting developed nations.
- Updated master lobbying document.
- Drafted and submitted Q&As for Etihad in-flight magazine.
- Drafted responses to reporter from *Khaleej Times*
- Drafted talking points for bid
- Assisted with IRENA bid book distribution:
- Drafted and submitted cover letter from Masdar to foreign ministers receiving bid book
- Drafted two-page summary of bid book offerings/highlights

- Distributed bid book to all foreign ministers of signatory countries, and those at observer and non-participating countries rated 4

Drafted letters to/from the following individuals:

- Created letter to the Prime Minister of Uzbekistan, encouraging them to become an IRENA voting member
- Drafted and submitted letter to Nicaragua Ambassador asking what the UAE can offer in return for vote
- Drafted letter to Maldives thanking them for official support
- Drafted letter to Prince Phillip of Spain inviting him to serve as keynote speaker for WFES10 and mentioning EFEF
- Drafted letter to President of Brazil requesting him to be a speaker at WFES10
- Drafted response from Thani Al Zeyoudi to IRENA Administrative Chair Committee
- Drafted response from Thani Al Zeyoudi to Karsten Sach regarding IRENA Administrative Committee meeting
- Drafted response from Thani Al Zeyoudi to Michael Eckhart of ACORE in regards to his various comments on all bids
- Drafted response from Thani Al Zeyoudi to the IRENA HQ selection committee chair outlining changes to the synopsis, requesting revisions, etc.

UAE Ministry of Foreign Affairs (MOFA) Support

- Drafted and submitted letter from HH Sheikh Abdullah to signatory foreign ministers introducing IRENA bid.
- Drafted and submitted note to UAE Ministries to request inclusion of IRENA@UAE web banner on their websites.
- Drafted and submitted letter to ECOWAS asking for lobbying support
- Updated letter from Dr. Gargash to foreign ministers of all countries regarding UAE's IRENA bid with names and correct titles.
- Drafted and submitted letter to President Clinton requesting that he lobby for IRENA@UAE
- Drafted and submitted Montenegro letter to prime minister asking for support and offering bid book.
- Drafted and submitted Nicaragua letter regarding canal project collaboration.
- Drafted permission letter for UAE delegation in Kenya
- Drafted letter to Australia Ambassador thanking them for support and directing how/where to lobby for UAE.
- Drafted invitation for select SICA and South American countries to visit UAE (May 31-June 1)
- Drafted letter to Rwanda officials regarding their support for UAE bid.

Drafted OIC meetings thank you letters for Dr. Gargash to the following countries:

- Sudan
- Somalia
- Uganda
- Lebanon
- Azerbaijan
- Iran
- Guyana
- Tajikistan

Project Management

Created and updated on a regular basis the following project management documents:

- Hard count grid
- Country tracking grid
- Relationship analysis grid
- Travel schedule and calendar for ministers
- Comprehensive lobbying grid
- Whip grid template for details on delegates representing each country in Egypt

Presented strategic recommendations related to the following:

- Updated communications plan with “risks and benefits” section.
- Developed and submitted Egypt lobbying strategy
- Developed agenda for Portugal delegation visit
- Provided direction and support material for Minister of Environment speech in Libya
- Developed Dr. Sultan’s schedule for Kenya
- Provided feedback on synopsis for applications of IRENA’s seat of secretariat
- Analyzed DG candidate, providing ranking and justification for each.

Other program support:

- Researched and distributed news relevant to UAE IRENA bid
- Created and submitted Powerpoint slides on voting status of African countries.
- Drafted summary of IRENA, UAE bid and cote for delegation visits.
- Revised UAE renewable energy policy paper
- Provided information for May 25 IRENA status update presentation for HH Sheikh Abdullah
- Participated in presentation to HH Sheikh Abdullah and progress update meeting with ministers.
- Uploaded IRENA/Masdar documents to USBs for travel pack.
- Created list of people attending WEF who are relevant for Dr. Sultan or HH Sheikha Lubna to see
- Created and submitted two-pager on Masdar Initiative, Masdar City, IRENA and IRENA@UAE.

Event Management

World Business Summit at the Copenhagen Climate Council – Copenhagen, Denmark
(May 24-26, 2009)

- Compiled and submitted briefing book for Copenhagen event
- Finalized and submitted “meet and greet” invite letters along with list of targeted

influencers

- Researched and submitted contact information for “meet and greets”
- Identified appropriate meeting venues and times for Copenhagen “meet and greets” and media briefing.
- Coordinated “meet and greets”.
- Drafted and submitted invite for Copenhagen networking event.

European Future Energy Forum – Bilbao, Spain (June 9-11, 2009)

- Drafted agenda and plan to host 10 African environment ministers
- Drafted EFEF invite to carry along to Kenya event
- Drafted letter to ministers of environment to attend EFEF
- Finalized and submitted EFEF invite from Dr. Sultan to African ministers and researched contact information

African Ministerial Conference on the Environment – Nairobi Kenya (May 25-27)

- Drafted and submitted Dr. Sultan’s speech for Nairobi event
- Compiled and submitted briefing book for Nairobi event
- Attended event, scheduled and facilitated meetings with relevant stakeholders

UN Geneva Event – Geneva, Switzerland

- Created mini briefing packet for UN Geneva event.

June 2009

Country-Specific Actions

Developed briefing books for in-country meetings, consisting of talking points/Q&A’s, tailored key messages, competitor analysis, bios, background information and renewable energy insights. Briefing books were created for the following countries:

- | | |
|---------------|--------------------------|
| ○ South Korea | ○ Romania |
| ○ Philippines | ○ Slovenia |
| ○ Sri Lanka | ○ Netherlands |
| ○ India | ○ Hungary |
| ○ Brunei | ○ Croatia |
| ○ Maldives | ○ Bosnia and Herzegovina |
| ○ Bhutan | ○ Serbia |
| ○ Bangladesh | ○ Montenegro |
| ○ Nepal | ○ Albania |

- | | |
|--------------------|---------------|
| ○ Greece | ○ New Zealand |
| ○ Macedonia | ○ Kiribati |
| ○ Bulgaria | ○ Tonga |
| ○ Cyprus | ○ Samoa |
| ○ Turkey | ○ Palau |
| ○ Georgia | ○ Vanuatu |
| ○ Azerbaijan | ○ Estonia |
| ○ Armenia | |
| ○ Papua New Guinea | |

Drafted custom thank you notes following delegation visits to the countries listed below:

- | | |
|---------------------|----------------|
| • Kazakhstan | • Peru |
| • Uzbekistan | • Chile |
| • Azerbaijan | • Ghana |
| • Algeria | • Uganda |
| • Tanzania | • Tanzania |
| • Lesotho | • South Africa |
| • Kenya | • Kyrgyzstan |
| • Cameroon | • Mozambique |
| • Guinea | • Swaziland |
| • Sierra Leone | • Zimbabwe |
| • Equatorial Guinea | • South Korea |
| • Brazil | • Brunei |
| • Uruguay | • Argentina |

Conducted the following research and provided results/analysis as appropriate:

- Researched and provided analysis of supporting countries that have yet to join IRENA
- Researched UAE diplomatic presence across the globe and those countries with a presence in the UAE
- Researched and compiled list of countries who have supported the UAE in writing or verbally in meetings, but have not yet joined IRENA
- Researched and compiled list of African countries and their support status of the UAE bid
- Researched and developed list of countries which Dubai World has partnered with
- Researched total number of international organizations in Europe
- Researched renewable energy stats for briefing books as well as a variety of additional countries

External Relation

Media relations support:

- Secured and coordinated the following interviews:
 - Allgemeine Frankfurter – Interview with Dr. Sultan
 - Dow Jones – Interview with Dr. Sultan
 - AFP Dubai – Interview with HE Reem Al Hashemi
 - Australian Financial Review – Interview with HE Reem Al Hashemi
 - Reuters – Interview with Dr. Sultan
 - The National – Interview with Dr. Sultan
 - AP – Interview with HE Sheikha Lubna
 - Der Spiegel – Interview with Dr. Sultan
 - Berlinsgke Tidende – Interview with Dr. Sultan
- Coordinated PR Newswire distribution of UAE ratification release
- Distributed UAE ratification release to targeted list of US environment and energy reporters, as well as to European and South American contacts
- Drafted responses to interview questions from The National
- Coordinated PR Newswire global distribution of UAE Wins release
- Distributed UAE Wins release to targeted top-tier US environment and energy reporters, top-tier European media, as well as to targeted environment and energy bloggers
- Coordinated global distribution of Masdar City photo release

Sharm El Sheikh and IRENA@UAE materials development support:

- Developed talking points and background for Bonn meeting with African ministers
- Created and maintained media list of relevant contacts to engage, including an interview/op-ed status grid
- Created invite for June 16 Pacific Island briefing in Australia for HE Reem Al Hashemi
- Created IRENA@UAE coverage booklet for last two weeks of June
- Created media list of top-tier publications that have bureaus in Cairo, Egypt
- Developed briefing materials for Dow Jones interview
- Created pamphlet with ADFD \$50 million offering and Dr. Lee's low-low argument
- Drafted "tough questions" Q&A for Sharm event
- Drafted generic WFES informational email
- Drafted IRENA@UAE background document to share with Wangari Maathai for lobbying support
- Drafted op-ed for Dr. Anwar
- Drafted versions of developed and developing nation talking points to assist whips in Sharm
- Drafted press releases, talking points and statements for UAE win/lose scenarios

- Drafted IRENA statute ratification press release
- Tailored talking points and bid highlights for Sharm El Sheikh briefing book
- Drafted op-ed for HH Sheikh Abdullah
- Drafted “win-win” statement specifically from Masdar perspective
- Drafted media advisory for Sharm spokespersons availability
- Developed one-pager on nuclear power in Germany
- Developed strongest arguments against Germany
- Drafted op-ed comparing the UAE bid to competitors’ bids
- Drafted op-ed authored by Dr. Sultan
- Drafted op-ed to be authored by Dipal Chandra, ZFEP winner
- Drafted press release surrounding WWF’s endorsement of the UAE bid
- Drafted Q&A document for tough questions surrounding UAE policies
- Developed UAE lose and win communications plans
- Drafted benefits to UAE document for HH Khalifa bin Zayed Al Nahyan
- Drafted government-to-government thank you letters (win and lose versions)
- Drafted invitation to IRENA welcome reception in Abu Dhabi
- Drafted post-vote letter to NGOs (win and lose versions)
- Drafted post-vote letter to Masdar employees/directors (win and lose versions)
- Drafted response to delegate, post-Portuguese delegate visit
- Drafted acceptance letters to present IRENA at the Latin American Carbon Forum in Panama

Drafted letters to/from the following individuals:

- To Dr. Roy Lee confirming acceptance of legal counsel services
- From HH Sheikh Abdullah to the Prince of Monaco regarding Monaco recently joining IRENA
- To accompany bid books distributed to IRENA members encouraging them to vote for UAE
- From Dr. Sultan to Bianca Jagger about UAE bid, WFES
- To Bianca Jagger clarifying human rights and energy positions
- From Dr. Maitha Al Shamsi to Honduras’ Vice Minister of Natural Resources and Energy
- From Thani Al Zayoudi to the IRENA Administrative Committee noting that the IRENA statute needs to be available for all countries to sign at any time up until the vote on the 29th.

Project Management

Created and updated on a regular basis the following project management documents:

- Hard count grid
- Country tracking grid
- Relationship analysis grid

- Weekly intelligence report
- Travel schedule and calendar for ministers
- Tracking grid for Whip operation in Sharm
- Researched and distributed news relevant to UAE IRENA bid

Event Management

European Future Energy Forum – Bilbao, Spain (June 9-11, 2009)

- Drafted invitation to invitees
- Conducted follow-up phone calls to all invitees

Sheikha Lubna UN Visit (April 14, 2009)

- Created backgrounders for GRULAC, African Group, Asian Group, SIDS – Small Island Developing States, and Eastern European Group
- Compiled ambassador and background information for the following countries:

| | |
|----------------------------------|-----------------|
| ○ Albania | ○ Fiji |
| ○ Angola | ○ Gabon |
| ○ Antigua and Barbuda | ○ Ghana |
| ○ Bahamas | ○ Grenada |
| ○ Bangladesh | ○ Guadeloupe |
| ○ Barbados | ○ Guatemala |
| ○ Belarus | ○ Guinea Bissau |
| ○ Bhutan | ○ Haiti |
| ○ Bolivia | ○ Honduras |
| ○ Botswana | ○ India |
| ○ Bulgaria | ○ Indonesia |
| ○ Cameroon | ○ Iran |
| ○ Cape Verde | ○ Ireland |
| ○ Chile | ○ Jamaica |
| ○ Colombia | ○ Japan |
| ○ Costa Rica | ○ Kiribati |
| ○ Croatia | ○ Lesotho |
| ○ Czech Republic | ○ Liberia |
| ○ Dominica | ○ Macedonia |
| ○ East Timor | ○ Madagascar |
| ○ Ecuador | ○ Malawi |
| ○ El Salvador | ○ Malaysia |
| ○ Equatorial Guinea | ○ Maldives |
| ○ Estonia | ○ Mauritania |
| ○ Ethiopia | ○ Mauritius |
| ○ Federated States of Micronesia | ○ Mongolia |
| | ○ Mozambique |

- Namibia
- Nepal
- New Zealand
- Norway
- Palau
- Panama
- Papua New Guinea
- Peru
- Republic of Congo
- Republic of Moldova
- Romania
- Rwanda
- Samoa
- Serbia
- Singapore
- Slovenia
- Solomon Islands
- St. Kitts and Nevis
- St. Lucia
- St. Vincent and the Grenadines
- Tanzania
- Thailand
- Togo
- Tonga
- Trinidad and Tobago
- Turkey
- Tuvalu
- Uruguay
- Vanuatu
- Venezuela
- Zambia
- Zimbabwe
- Provided recap on meetings with Permanent Representatives of a number of voting countries

Second Session of the IRENA Preparatory Commission – Sharm El Sheikh, Egypt (June 29-30, 2009)

- Researched contact information for signatory states to inquire about delegations for Sharm El Sheikh and to ensure delegation submits proper credentials
- Planned and executed Whip operation, serving as lead throughout process
- Drafted one-pager on ensuring full credentials for voting delegates in Sharm
- Drafted invitation for the UAE reception in Sharm
- Contacted friendly non-voting countries to ask when they will join IRENA
- Staffed event and participated in team prep meetings prior to Sharm visit
- Developed template country backgrounder for whips to use in Sharm
- Compiled briefing books for all members of the UAE delegation in Sharm. Continually updated documents.
- Created country briefing information for following signatory members for Whip engagement in Sharm:
 - Afghanistan
 - Albania
 - Algeria
 - Argentina
 - Armenia
 - Azerbaijan
 - Bangladesh
 - Bahrain
 - Belarus
 - Benin
 - Bosnia
 - Brunei
 - Bulgaria
 - Burkina Faso
 - Cambodia
 - Cameroon
 - Cape Verde
 - Central African Republic

- | | |
|------------------------------------|---|
| ○ Chad | ○ Nigeria |
| ○ Chile | ○ Norway |
| ○ Comoros | ○ Oman |
| ○ Republic of Congo | ○ Pakistan (Islamic Republic of) |
| ○ Cote d'Ivoire | ○ Panama |
| ○ Cyprus | ○ Peru |
| ○ Democratic Republic of the Congo | ○ Philippines |
| ○ Djibouti | ○ Poland |
| ○ Dominican Republic | ○ Portugal |
| ○ Ecuador | ○ Republic of Korea |
| ○ Egypt | ○ Republic of Moldova |
| ○ Georgia | ○ Romania |
| ○ Iran | ○ Rwanda |
| ○ Iraq | ○ Sao Tome and Principe |
| ○ Ireland | ○ Senegal |
| ○ Israel | ○ Serbia |
| ○ Italy | ○ Seychelles |
| ○ Jordan | ○ Sierra Leone |
| ○ Kazakhstan | ○ Slovakia |
| ○ Kenya | ○ Slovenia |
| ○ Kuwait | ○ Somalia |
| ○ Latvia | ○ Spain |
| ○ Lebanon | ○ Sweden |
| ○ Liberia | ○ Switzerland |
| ○ Libya | ○ Syrian Arab Republic |
| ○ Lithuania | ○ Tajikistan |
| ○ Luxembourg | ○ Tanzania |
| ○ Madagascar | ○ The former Yugoslav Republic of Macedonia |
| ○ Mali | ○ Togo |
| ○ Mauritania | ○ Tunisia |
| ○ Monaco | ○ Turkey |
| ○ Mongolia | ○ Uganda |
| ○ Montenegro | ○ United Kingdom |
| ○ Morocco | ○ Uruguay |
| ○ Nepal | ○ Yemen |
| ○ Netherlands | ○ Zambia |
| ○ Nicaragua | |
| ○ Niger | |

Coordinated travel arrangements:

- Coordinated Portuguese delegation visit
- Worked to arrange a private plane for Minister Reem's trip to the Pacific Islands
- Coordinated flight and hotel bookings for delegates attending Sharm:

- Argentina
- Djibouti
- Guinea-Bissau
- Gambia
- Sierra Leone
- DRC
- East Timor
- Madagascar
- Niger
- Sao Tome
- Senegal
- Tanzania
- Bosnia
- Peru
- Sierra Leone
- Burkina Faso

IRENA completed in June 2009.

###

Foreign Principal: IE Singapore

Services and activities include:

Activities for the Period of April 1, 2009 through September 30, 2009

Foreign Principal: IE Singapore

Services include:

- General consulting on public relations
- Media relations and cultivating media interviews
- Editing and preparing speeches, op-ed essays and other public relations materials
- Monitoring US media for articles regarding Singapore

Activities include:

- Client Relations and Counsel
 - Edelman conducts regular meetings with IE Singapore and takes part in weekly Tri-Agency calls
 - Edelman provided counsel on media relations strategy regarding the APEC conference and International Water Week
- Media Outreach
 - Edelman created a media stakeholder influence map and shared with IE Singapore.

- Edelman conducted media outreach to a variety of reporters on several topics important to IE Singapore. This included:
 - **E-Government** – Edelman drafted release outline and release on IE Singapore's e-Government initiatives.
 - **Textbooks** – On April 17, 2009 the Edelman sent pitches to several reporters based on a story about a new math textbook being launched by the Singapore government (see Attachment D for a copy of the pitch and the list of reporters pitched). Had follow up conversations over the next week with:
 - Andrew Rotherham at *U.S. News & World Report*
 - Meghan Bahree at *Forbes*
 - **Clean Tech** – On May 12, 2009 Edelman conducted media outreach in advance of International Water Week Singapore (see Attachment D for a copy of the pitch). Edelman pitched and had short follow-up conversations with:
 - Meghan Bahree at *Forbes*
 - Steve Lohr at *The New York Times*.
 - David Mogollon at *Water & Wastewater International*
- Edelman team reached out to Kimberly Ramalho at General Electric for the possibility of a joint bylined op-ed on water issues between IE Singapore and GE Water. The Edelman team drafted a potential op-ed and shared with GE on July 9, 2009 (see Attachment D for draft op-ed)
- Edelman continued to conduct weekly scans of US media for articles about Singapore until June 1, 2009

###

Foreign Principal: CNIA- Critical National Infrastructure Authority

Services and activities include:

April 2009

Academy Launch

- Continued to have conversations with event management companies regarding the Academy launch
- Developed an RFP to guide event management companies in preparing proposals for the launch
- Met with IMG in NY to assess their capabilities before sharing the RFP with them
- Sent finalized RFP to event management companies and worked with them to answer any questions
- Reviewed the final proposals from event management companies

- Coordinated meetings for potential event management companies to present proposals to CNIA
- Participated in presentations by event management companies and provided initial feedback
- Researched and shared available dates at Emirates Palace to consider for the Academy announcement event

Messaging & Materials Development/Vendor Stakeholder Communication

- Developing a marketing and communications plan encompassing strategies and tactics for 2009 through the end of 2010, including comprehensive media, influencer and events lists and detailed descriptions of communications activities
- Researched additional potential targets for an Academy “listening tour”
- Developed a second draft of memo outlining recommendations, rationale and targets for the tour
- Developed a template for the CNIA newsletter and drafted two articles for the first edition
- Reached out to AMC members and vendor stakeholders to solicit their feedback and assistance in develop additional sections for the newsletter; put on hold until market research is complete

Market Research

- Participated in several conversations and in-person meetings with Boartes to better understand their RFP and how we work best together
- Developed and provided Boartes with questions to help inform our communications and marketing strategy
- At Boartes’ request, developed and provided them with a preliminary media plan for the announcement, Q&A document and a draft press release for the announcement

Branding & Visual Identity

- Continue to work with Brand Faith on potential names for the Academy

Strategic Counsel/Account Management

- Participate in regular conversations with Good Harbor and CNIA
- Participate in weekly AMC meetings or individual meetings with Shaikha or Rania, as appropriate
- Send weekly updates on communications activities and status of work
- Spent one week in Abu Dhabi participating in various meetings with CNIA

May 2009

Academy Launch

- Continued conversations with event management companies regarding the Academy launch and their presentations

- Coordinated a follow-up meeting for IMG in Abu Dhabi
- Assessed conference capabilities of IMG
- Met with IMG in NY to review and discuss their presentation
- Reviewed the final proposals from event management companies
- Coordinated meetings for potential event management companies to present proposals to CNIA
- Completed evaluations for all event management companies
- Drafted a memo outlining our recommendations, including pros and cons, for all event management companies

Messaging & Materials Development/Vendor Stakeholder Communication

- Reviewed and incorporated edits to the marketing and communications plan encompassing strategies and tactics for 2009 through the end of 2010, including comprehensive media, influencer and events lists and detailed descriptions of communications activities
- Developed a communications summary to accompany the communications and marketing plan
- Updated the timeline to accompany the plan
- Developed a PPT presentation to accompany the plan and provide a top line overview
- Added sponsored journalists to the plan
- Researched additional potential targets for an Academy “listening tour,” incorporated edits and re-circulated to the CNIA team
- Began drafting articles for the first edition of the CNIA newsletter
- Worked with Boartes to develop the market research section for the newsletter
- Reached out to SOM to solicit feedback for the newsletter; put on hold until further notice
- Drafted an Academy fact sheet

Market Research

- Participated in several conversations with Boartes to better understand their RFP and how we work best together
- At Boartes’ request, provided them with information to assist in completing their deliverables as outlined in CNIA’s RFP
- Reviewed preliminary market research findings and provided feedback
- Based upon conversations with Boartes and preliminary market research, incorporated edits to the marketing and communications plan

Branding & Visual Identity

- Continued to work with Brand Faith on potential names for the Academy

Strategic Counsel/Account Management

- Participated in regular conversations with Good Harbor and CNIA
- Participated in weekly AMC meetings or individual meetings with Shaikha or Rania, as appropriate
- Sent weekly updates on communications activities and status of work

- Following meetings in Abu Dhabi, drafted a recap and overview of next steps and deliverables
- Developed an analysis of the SOW, which covered the period December 2008-May 15, 2009
- Drafted new SOW for the period May 15, 2009-May 15, 2010
- Compiled hard copies of all completed work to-date to share with CNIA; provided copies at AMC meeting

June 2009

Academy Launch

- Continued conversations with event management companies regarding the Academy launch and their presentations
- Drafted letters to event management companies alerting them to our selection
- Participated in several conversations with IMG regarding the selection process and next steps once selected as the agency to assist with the announcement event
- Once the Academy name, Rabdan Academy was selected, reviewed background on Rabdan
- Reviewed background and potential dates for announcement from IMG
- Reviewed IMG's SOW and provided feedback
 - Requested that IMG translate their SOW into Arabic

Messaging & Materials Development/Vendor Stakeholder Communication

- Began to work with team to schedule media training in New York
- Obtained background and budget estimate for the media training
- Confirmed dates and the agenda for the media training
- Developed content and background for the media training
- Developed and reviewed final deck and presentation for media training
- Reached out to CNIA to obtain Faisal's presentation to be used during the training in advance of the session
- Began to identify potential meeting targets for Jeff while in NY, Paris and London; sent along for his feedback
- Began to identify potential meeting targets for Shaikha while in D.C.
- Developed talking points and Q&A for Shaikha and the Chairman in advance of their Washington, D.C. trip
- Worked to schedule and confirm meetings for our trip to Abu Dhabi
- Revisited the newsletter and further developed content based upon Shaikha's request; brought draft copies to Abu Dhabi to review (PUT ON HOLD)
- Participated in a series of meetings in Abu Dhabi to discuss the Academy launch, communications and marketing plan and the first round of logo options

Branding & Visual Identity

- Participated in ongoing conversations with Brand Faith regarding the branding process
- Provided Brand Faith with an update on the chosen Academy name and discussed next steps

- Reviewed questions from Brand Faith regarding the origin of the Rabdan Academy and shared with CNIA
- Provided Brand Faith with guidance on next steps in the logo development process
- Worked with Brand Faith to provide background in advance of their logo presentation in Abu Dhabi to the AMC
- Confirmed timings for Brand Faith to present logo designs
- Attended Brand Faith's logo presentation to CNIA and provided feedback
- Following the presentation, met with Brand Faith to provide guidance and feedback and to discuss next steps
- Continued to work with Brand Faith in preparing round #2 of logo options for the Rabdan Academy
- Exchanged emails with Brand Faith and CNIA regarding questions for the second round of logo designs

Strategic Counsel/Account Management

- Participated in regular conversations with Good Harbor and CNIA
- Participated in weekly AMC meetings or individual meetings with Shaikha or Rania, as appropriate
- Sent weekly updates on communications activities and status of work
- Revised SOW based upon feedback from CNIA
 - Met with Shaikha to discuss the revised SOW
 - Based upon feedback, incorporated final edits
 - Delivered revised and final SOW to CNIA for approval and signature
- Attended CNIA's Maritime press conference while in Abu Dhabi
- Began to review CNIA's current communications protocol; project put on hold at the request of CNIA

July 2009

Academy Launch

- Worked with IMG to reserve dates at Emirates Palace for the announcement event
- Coordinated a time for Allen Shapard to meet with Jeff and Faisal while in New York
- Worked with IMG to help coordinate with CNIA and Emirates Palace to secure space at Emirates Palace and place a deposit for February 15-16, 2010

Messaging & Materials Development/Vendor Stakeholder Communication

- Revised and finalized agenda for media training
- Sent Edelman media training team bios to CNIA in advance of training session
- Updated key messages in advance of the media training
- Developed prep packet and take-away materials in advance of media and presentation training session
- Coordinated logistics for the media training session
- Spoke with Jeff to confirm logistics for the media training
- Received and reviewed CNIA's presentation for the training session

- Developed questions for the presentation training based upon the PPT presentation provided by CNIA
- Developed difficult questions for the media training session
- Finalized listening tour questions for Shaikha, Jeff and the Chairman and sent to CNIA
- Began working to update the Academy PPT presentation to be used with external audiences

Branding & Visual Identity

- Continued to work with Brand Faith on revised logo concepts
- Sent round #2 logo designs to CNIA
- Connected with Brand Faith on feedback from logo presentation to the AMC and discussed next steps
- Followed up with CNIA regarding feedback on the revised logo designs and shared feedback with Brand Faith
- Sent next round of logo design to CNIA to discuss with the AMC
- Corresponded with Shaikha regarding feedback on the logo concepts
- Provided an update to IMG/Brand Faith regarding the selected logo concept
- Corresponded with Brand Faith regarding minor requested edits to the design of the selected concept

Strategic Counsel/Account Management

- Participated in regular conversations with Good Harbor and CNIA
- Participated in weekly AMC meetings or individual meetings with CNIA, as appropriate
- Sent weekly updates on communications activities and status of work

August and September 2009

Academy Launch

- Continued conversations with IMG regarding next steps for the Academy announcement.
- Assisted in working with IMG and Emirates Palace to finalize the contract for the venue.
- Reached out to Shaikha to schedule time to connect on next steps regarding the Academy announcement.
- Sent dates to CNIA suggesting that Edelman schedule a visit to Abu Dhabi to hold an Academy Announcement planning session.

Messaging & Materials Development/Vendor Stakeholder Communication

- Sent questions to CNIA regarding edits to the Academy presentation.
- Requested photos from CNIA to be incorporated into the Academy presentation.
- Engaged Edelman's design services to assist with developing and designing the Academy presentation.
- Exchanged emails with Jeff regarding the Academy presentation and next steps.
- Sent emails and called CNIA to request a time to meet to discuss account activities and next steps.

Branding & Visual Identity

- Connected with Brand Faith regarding the status of the logo design.
- Reviewed the most recent version of the logos.

Strategic Counsel/Account Management

- Participated in regular conversations with CNIA.
- Participated in weekly AMC meetings or individual meetings with CNIA, as appropriate.
- Sent weekly updates on communications activities and status of work.
- Touched base with Shaikha and Jeff regarding outstanding payments.
- Resent all original invoices and back-up to CNIA, per their request; awaiting final payment.

Name of Registrant: Daniel J. Edelman, Inc.

Registration No.: 3657

ATTACHMENT B

+Receipts for the Period of April 1, 2009 through September 30, 2009

Foreign Principal: Abu Dhabi Future Energy Company (trading name of Masdar)

| Date | From whom | Purpose | Amount |
|-------------|-------------------|-----------------|---------------|
| 04/09/2009 | Foreign Principal | Client Services | 101,000.00 |
| 04/09/2009 | Foreign Principal | Client Services | 116,000.00 |
| 04/17/2009 | Foreign Principal | Disbursements | 71,842.50 |
| 04/17/2009 | Foreign Principal | Client Services | 25,000.00 |
| 04/17/2009 | Foreign Principal | Client Services | 50,000.00 |
| 04/23/2009 | Foreign Principal | Disbursements | 10,539.72 |
| 04/23/2009 | Foreign Principal | Disbursements | 35,891.63 |
| 04/23/2009 | Foreign Principal | Disbursements | 48,458.55 |
| 05/12/2009 | Foreign Principal | Disbursements | 9,000.00 |
| 05/12/2009 | Foreign Principal | Disbursements | 2,446.39 |
| 05/12/2009 | Foreign Principal | Disbursements | 57,291.91 |
| 06/04/2009 | Foreign Principal | Client Services | 25,000.00 |
| 06/05/2009 | Foreign Principal | Client Services | 116,000.00 |
| 06/05/2009 | Foreign Principal | Client Services | 125,000.00 |
| 06/05/2009 | Foreign Principal | Client Services | 125,000.00 |
| 06/05/2009 | Foreign Principal | Client Services | 125,000.00 |
| 06/06/2009 | Foreign Principal | Client Services | 116,000.00 |
| 06/19/2009 | Foreign Principal | Disbursements | 46,357.47 |

| | | | |
|------------|-------------------|-----------------|------------|
| 06/19/2009 | Foreign Principal | Client Services | 61,500.00 |
| 06/23/2009 | Foreign Principal | Disbursements | 82,015.31 |
| 06/23/2009 | Foreign Principal | Disbursements | 13,742.15 |
| 07/13/2009 | Foreign Principal | Disbursements | 549.85 |
| 07/15/2009 | Foreign Principal | Disbursements | 43,996.41 |
| 07/16/2009 | Foreign Principal | Client Services | 16,500.00 |
| 08/20/2009 | Foreign Principal | Disbursements | 9,938.41 |
| 08/20/2009 | Foreign Principal | Disbursements | 21,266.18 |
| 08/20/2009 | Foreign Principal | Disbursements | 6,684.40 |
| 08/20/2009 | Foreign Principal | Disbursements | 3,000.00 |
| 08/20/2009 | Foreign Principal | Disbursements | 4,625.24 |
| 08/20/2009 | Foreign Principal | Client Services | 163,500.00 |
| 08/20/2009 | Foreign Principal | Disbursements | 97,197.25 |
| 09/02/2009 | Foreign Principal | Disbursements | 4,018.59 |
| 09/02/2009 | Foreign Principal | Disbursements | 3,822.16 |
| 09/02/2009 | Foreign Principal | Disbursements | 6,827.40 |
| 09/02/2009 | Foreign Principal | Disbursements | 3,046.71 |
| 09/02/2009 | Foreign Principal | Disbursements | 3,060.38 |
| 09/02/2009 | Foreign Principal | Disbursements | 11,697.59 |
| 09/02/2009 | Foreign Principal | Client Services | 100,000.00 |
| 09/02/2009 | Foreign Principal | Client Services | 100,000.00 |
| 09/02/2009 | Foreign Principal | Client Services | 100,000.00 |
| 09/02/2009 | Foreign Principal | Client Services | 53,500.00 |
| 09/02/2009 | Foreign Principal | Client Services | 87,040.00 |
| 09/17/2009 | Foreign Principal | Disbursements | 1,067.51 |

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|------------|-------------------|-----------------|------------|
| 09/30/2009 | Foreign Principal | Disbursements | 13,065.95 |
| 09/30/2009 | Foreign Principal | Disbursements | 9,097.63 |
| 09/30/2009 | Foreign Principal | Disbursements | 7,586.20 |
| 09/30/2009 | Foreign Principal | Disbursements | 1,330.23 |
| 09/30/2009 | Foreign Principal | Client Services | 100,000.00 |

Total \$2,335,503.72

Foreign Principal: Critical National Infrastructure Authority (CNIA)

| Date | From whom | Purpose | Amount |
|-------------|-------------------|---------------------------------|---------------|
| 04/12/2009 | Foreign Principal | Client Services & Disbursements | 45,898.58 |
| 05/12/2009 | Foreign Principal | Client Services & Disbursements | 68,124.02 |
| 06/11/2009 | Foreign Principal | Client Services & Disbursements | 78,512.36 |
| 07/15/2009 | Foreign Principal | Client Services & Disbursements | 50,319.80 |
| 08/13/2009 | Foreign Principal | Client Services & Disbursements | 27,922.74 |
| 09/13/2009 | Foreign Principal | Client Services & Disbursements | 10,105.52 |

Total \$280,883.00

Foreign Principal: IE Singapore

| Date | From whom | Purpose | Amount |
|-------------|-------------------|----------------|---------------|
| 05/12/2009 | Foreign Principal | Disbursements | 47,290.00 |

Total \$47,290.00

Name of Registrant: Daniel J. Edelman, Inc.
Registration No.: 3657

ATTACHMENT C
Disbursements for the Period of April 1, 2009 through September 30, 2009

Foreign Principal: Abu Dhabi Future Energy Company (trading name of Masdar)

| Date | From whom | Purpose | Amount |
|-------------|--------------------------|------------------------|---------------|
| 04/17/2009 | STRATEGY ONE | Strategy One | 71,842.50 |
| 04/23/2009 | EDELMAN PR WORLDWIDE AB | Scandinavia Expenses | 1,985.00 |
| | BAIRDS RENAISSANCE (PTY) | Masdar Release | 2,500.00 |
| | DANIEL J EDELMAN HK | Hong Kong Expenses | 178.95 |
| | EDELMAN PR WW CHINA | Shanghai Expenses | 1,060.54 |
| | PR NEWswire ASSOCIATION | Press Release | 4,105.50 |
| | Elizabeth Keith | Connectivity Fees | 326.76 |
| | Elizabeth Keith | Telephone - Cell Phone | 217.84 |
| | Elizabeth Keith | Supplies | 118.45 |
| | Elizabeth Keith | Ground Transportation | 46.68 |
| 04/23/2009 | CONNEX INTERNATIONAL | Teleconference | 393.26 |
| | EDELMAN PR LLC | Abu Dhabi Expenses | 11,376.40 |
| | DANIEL J EDELMAN LTD | London Expenses | 18,537.86 |
| | AMERICAN EXPRESS | Travel - Airfare | 1,831.30 |
| | DOW JONES & COMPANY INC | Dow Jones | 6.40 |
| | SPRINT | Phone Charges | 2,093.87 |
| | Jonathan Adashek | Telephone - Cell Phone | 1,125.00 |

| | | | |
|------------|----------------------|----------------------------|-----------|
| | Jonathan Adashek | Supplies | 3.00 |
| | Jonathan Adashek | Ground Transportation | 16.43 |
| | Jonathan Adashek | Car Rental | 446.56 |
| | Jonathan Adashek | Meals - Lunch | 43.02 |
| | Jonathan Adashek | Gasoline Charges | 18.53 |
| 04/23/2009 | CONNEX INTERNATIONAL | Teleconference | 813.30 |
| | AMERICAN EXPRESS | Travel - Airfare | 12,619.00 |
| | Edelman | Std Administrative Charge | 6,510.00 |
| | AT&T | Long Distance Telephone | 90.81 |
| | EAST COAST EXECUTIVE | Travel - Car Services | 56.25 |
| | INTABORO | Travel - Car Services | 216.24 |
| | LEXIS-NEXIS | Lexis Nexis | 113.79 |
| | Edelman | IT Extranet Services | 660.71 |
| | Jonathan Adashek | Connectivity Fees | 211.11 |
| | Jonathan Adashek | Telephone - Cell Phone | 40.86 |
| | Jonathan Adashek | Supplies | 1,140.03 |
| | Jonathan Adashek | Ground Transportation | 109.30 |
| | Jonathan Adashek | Car Rental | 875.89 |
| | Jonathan Adashek | Meals - Lunch | 38.40 |
| | Jonathan Adashek | Gasoline Charges | 10.90 |
| | Jonathan Adashek | Tips/Gratuties | 21.79 |
| | Jonathan Adashek | Exception--Airfare Charges | 8,945.50 |
| | Jonathan Adashek | Meals - Breakfast | 14.16 |
| | Jonathan Adashek | Meals - Snack | 160.18 |

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|------------|-------------------------|----------------------------|-----------|
| | Jonathan Adashek | Meals - Dinner | 306.65 |
| | Jonathan Adashek | Laundry Service | 278.05 |
| | Katarzyna Reterska | Ground Transportation | 237.90 |
| | Jeffrey Surrell | Connectivity Fees | 40.86 |
| | Jeffrey Surrell | Ground Transportation | 197.67 |
| | Jeffrey Surrell | Car Rental | 530.71 |
| | Jeffrey Surrell | Gasoline Charges | 14.98 |
| | Jeffrey Surrell | Exception--Airfare Charges | 5,262.10 |
| | Jeffrey Surrell | Meals - Breakfast | 31.18 |
| | Jeffrey Surrell | Parking | 323.00 |
| | Jeffrey Surrell | Meals - Snack | 60.74 |
| | Jeffrey Surrell | Meals - Dinner | 1,519.19 |
| | Jeffrey Surrell | Laundry Service | 11.38 |
| | Thaddeus Pennas Jr. | Ground Transportation | 11.80 |
| | Neal Flieger | Ground Transportation | 60.58 |
| | Taylor Bennett | Car Rental | 1,147.66 |
| | Daniel Santow | Exception--Airfare Charges | 5,775.88 |
| 05/12/2009 | ASDAA PUBLIC RELATIONS | ASDA'A Public Relations | 9,000.00 |
| 05/12/2009 | DANIEL J EDELMAN LTD | London Expenses | 2,446.39 |
| 05/12/2009 | CONNEX INTERNATIONAL | Teleconference | 98.87 |
| | AMERICAN EXPRESS | Travel - Airfare | 29,872.68 |
| | ANDREW GOLUB | Travel - Taxi Petty Cash | 28.00 |
| | DOW JONES & COMPANY INC | Dow Jones | 25.60 |

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|---------------------|----------------------------|----------------|-----------|
| AT&T | Long Distance Telephone | 119.99 | |
| INTABORO | Travel - Car Services | 389.64 | |
| Edelman | IT Extranet Services | 500.00 | |
| XYZ TWO WAY | Travel - Car Services | 82.62 | |
| Jonathan Adashek | Exception--Airfare Charges | 7,694.70 | |
| Jeffrey Surrell | Hotel/Lodging | 345.89 | |
| Thaddeus Pennas Jr. | Ground Transportation | 11.70 | |
| Taylor Bennett | Connectivity Fees | 0.00 | |
| Taylor Bennett | Staff Meals | 0.00 | |
| Taylor Bennett | Dues | 194.40 | |
| Anuradha Ramamurty | Supplies | 17.85 | |
| Anuradha Ramamurty | Ground Transportation | 49.90 | |
| Anuradha Ramamurty | Staff Meals | 22.00 | |
| Mark Grundy | Exception--Airfare Charges | 8,968.50 | |
| Amanda Belcher | Telephone - Cell Phone | 27.24 | |
| Amanda Belcher | Car Rental | 762.70 | |
| Amanda Belcher | Parking | 0.00 | |
| Amanda Belcher | Meals - Dinner | 0.00 | |
| Amanda Belcher | Car Mileage | 0.00 | |
| Erica Noble | Exception--Airfare Charges | 8,051.30 | |
| Erica Noble | Employee Welfare | 28.33 | |
| 06/19/2009 | FINANCIAL INNOVATIONS | Events | 28,857.47 |
| | THE NEWSMARKET INC | Media Services | 17,500.00 |

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|------------|-------------------------|----------------------------|-----------|
| 06/23/2009 | CONNEX INTERNATIONAL | Teleconference | 44.32 |
| | DANIEL J EDELMAN LTD | London Expenses | 7,156.00 |
| | AMERICAN EXPRESS | Travel - Airfare | 10,743.00 |
| | BOSTON COACH | Travel - Car Services | 1,256.50 |
| | Edelman | Std Administrative Charge | 6,960.00 |
| | DOW JONES & COMPANY INC | Dow Jones | 70.40 |
| | SPRINT | Phone Charges | 12,234.70 |
| | AT&T | Long Distance Telephone | 41.44 |
| | INTABORO | Travel - Car Services | 355.67 |
| | Edelman | IT Extranet Services | 500.00 |
| | Jonathan Adashek | Connectivity Fees | 120.93 |
| | Jonathan Adashek | Telephone - Cell Phone | 27.80 |
| | Jonathan Adashek | Supplies | 1.11 |
| | Jonathan Adashek | Ground Transportation | 147.21 |
| | Jonathan Adashek | Car Rental | 527.50 |
| | Jonathan Adashek | Meals - Lunch | 125.93 |
| | Jonathan Adashek | Exception--Airfare Charges | 3,931.00 |
| | Jonathan Adashek | Meals - Breakfast | 106.34 |
| | Jonathan Adashek | Meals - Snack | 36.41 |
| | Jonathan Adashek | Meals - Dinner | 140.90 |
| | Jonathan Adashek | Laundry Service | 268.63 |
| | Jonathan Adashek | Telephone | 8.84 |
| | Taylor Bennett | Ground Transportation | 35.00 |
| | Taylor Bennett | Car Rental | 2,276.20 |
| | Taylor Bennett | Staff Meals | 147.31 |

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|--------------------|-----------------------------------|----------|
| Taylor Bennett | Hotel/Lodging | 0.00 |
| Taylor Bennett | Per Diem | 8,690.00 |
| Taylor Bennett | Visa | 444.00 |
| Anuradha Ramamurty | Supplies | 9.75 |
| Anuradha Ramamurty | Exception--Airfare Charges | 7,103.23 |
| Anuradha Ramamurty | Postage/Shipping | 50.70 |
| Mark Grundy | Ground Transportation | 60.00 |
| Mark Grundy | Meals - Lunch | 118.82 |
| Mark Grundy | Meals - Breakfast | 215.08 |
| Mark Grundy | Meals - Snack | 54.49 |
| Mark Grundy | Meals - Dinner | 500.54 |
| Mark Grundy | Laundry Service | 193.85 |
| Mark Grundy | Hotel/Lodging | 4,357.47 |
| Mark Grundy | Bus Srv (Fax,printing,copying) | 25.13 |
| Amanda Belcher | Per Diem | 3,080.00 |
| Erica Noble | Connectivity Fees | 216.00 |
| Erica Noble | Ground Transportation | 10.90 |
| Erica Noble | Car Rental | 425.07 |
| Erica Noble | Meals - Lunch | 53.97 |
| Erica Noble | Gasoline Charges | 9.27 |
| Erica Noble | Staff Meals | 568.41 |
| Erica Noble | Meals - Snack | 13.48 |
| Erica Noble | Meals - Dinner | 31.01 |
| Amgad Naguib | Hotel/Lodging | 7,150.00 |

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|------------|-------------------------|----------------------------|-----------|
| | Amgad Naguib | Visa | 1,362.00 |
| | Nathan Strauss | Ground Transportation | 9.00 |
| 06/23/2009 | PR NEWSWIRE ASSOCIATION | Press Release | 500.00 |
| | CONNEX INTERNATIONAL | Teleconference | 458.87 |
| | Edelman | Std Administrative Charge | 11,250.00 |
| | DOW JONES & COMPANY INC | Dow Jones | 3.20 |
| | AT&T | Long Distance Telephone | 1,153.09 |
| | Elizabeth Keith | Ground Transportation | 17.75 |
| | Jonathan Adashek | Telephone - Cell Phone | 283.95 |
| | Molly Malloy | Ground Transportation | 37.96 |
| | Molly Malloy | Staff Meals | 37.33 |
| 07/13/2009 | United Parcel Service | United Parcel Service | 62.45 |
| | DOW JONES & COMPANY INC | Dow Jones | 12.80 |
| | Daniel Santow | Ground Transportation | 70.00 |
| | Daniel Santow | Exception--Airfare Charges | 404.60 |
| 07/15/2009 | AMERICAN EXPRESS | Travel - Airfare | 1,430.12 |
| | INTABORO | Travel - Car Services | 286.31 |
| | Jonathan Adashek | Connectivity Fees | 576.45 |
| | Jonathan Adashek | Supplies | 41.11 |
| | Jonathan Adashek | Ground Transportation | 1,125.99 |
| | Jonathan Adashek | Meals - Lunch | 574.67 |
| | Jonathan Adashek | Tips/Gratuties | 2.65 |
| | Jonathan Adashek | Exception--Airfare Charges | 26,455.32 |

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|------------|------------------|---------------------------|-----------|
| | Jonathan Adashek | Meals - Breakfast | 52.28 |
| | Jonathan Adashek | Meals - Snack | 246.88 |
| | Jonathan Adashek | Meals - Dinner | 622.11 |
| | Jonathan Adashek | Laundry Service | 984.61 |
| | Jonathan Adashek | Dues | 50.00 |
| | Jonathan Adashek | Hotel/Lodging | 10,032.95 |
| | Jonathan Adashek | Bus Srv | 56.45 |
| | Jonathan Adashek | Telephone | 8.76 |
| | Amanda Belcher | Connectivity Fees | 38.47 |
| | Amanda Belcher | Supplies | 0.00 |
| | Amanda Belcher | Meals - Lunch | 16.00 |
| | Amanda Belcher | Staff Meals | 61.79 |
| | Amanda Belcher | Tips/Gratuties | 65.07 |
| | Amanda Belcher | Meals - Breakfast | 8.43 |
| | Amanda Belcher | Parking | 136.00 |
| | Amanda Belcher | Meals - Dinner | 11.00 |
| | Amanda Belcher | Hotel/Lodging | 1,046.81 |
| | Amanda Belcher | Telephone | 66.18 |
| 08/20/2009 | AMERICAN EXPRESS | Travel - Airfare | 2,526.12 |
| | Edelman | Std Administrative Charge | 6,750.00 |
| | INTABORO | Travel - Car Services | 319.43 |
| | Jonathan Adashek | Ground Transportation | 28.31 |
| | Jonathan Adashek | Meals - Lunch | 274.92 |
| | Jonathan Adashek | Meals - Snack | 26.89 |

| | | | |
|------------|-------------------------|---------------------------|-----------|
| | Jonathan Adashek | Telephone | 12.74 |
| 08/20/2009 | STRATEGY ONE | Strategy One | 4,306.12 |
| | DANIEL J EDELMAN LTD | London Expenses | 3,280.26 |
| | EDELMAN BRUSSELS | Brussels Expenses | 13,679.80 |
| 08/20/2009 | DANIEL J EDELMAN LTD | London Expenses | 6,684.40 |
| 08/20/2009 | Edelman | Std Administrative Charge | 3,000.00 |
| 08/20/2009 | United Parcel Service | United Parcel Service | 91.35 |
| | CONNEX INTERNATIONAL | Teleconference | 51.05 |
| | EDELMAN PR LLC | Abu Dhabi Expenses | 876.88 |
| | DANIEL J EDELMAN LTD | London Expenses | 1,283.04 |
| | EDELMAN BRUSSELS | Brussels Expenses | 1,912.52 |
| | DOW JONES & COMPANY INC | Dow Jones | 96.00 |
| | AT&T | Long Distance Telephone | 44.29 |
| | INTABORO | Travel - Car Services | 133.55 |
| | Jonathan Adashek | Telephone - Cell Phone | 20.42 |
| | Jonathan Adashek | Meals - Lunch | 33.68 |
| | Jonathan Adashek | Tips/Gratuties | 10.89 |
| | Jonathan Adashek | Meals - Snack | 44.82 |
| | Nathan Strauss | Ground Transportation | 7.00 |
| | Nathan Strauss | Meals - Dinner | 19.75 |
| 08/20/2009 | PR NEWSWIRE ASSOCIATION | Press Release | 31,662.50 |
| | CONNEX INTERNATIONAL | Teleconference | 1,972.71 |

| | | |
|-------------------------|----------------------------|-----------|
| AMERICAN EXPRESS | Travel - Airfare | 946.50 |
| BOSTON COACH | Travel - Car Services | 674.68 |
| EDELMAN BRUSSELS | Brussels Expenses | 17,548.00 |
| Edelman | Std Administrative Charge | 2,100.00 |
| DOW JONES & COMPANY INC | Dow Jones | 524.80 |
| SPRINT | Phone Charges | 5,574.94 |
| AT&T | Long Distance Telephone | 508.69 |
| INTABORO | Travel - Car Services | 550.34 |
| LEXIS-NEXIS | Lexis Nexis | 341.38 |
| Edelman | IT Extranet Services | 500.00 |
| XYZ TWO WAY | Travel - Car Services | 240.05 |
| Jonathan Adashek | Connectivity Fees | 45.00 |
| Jonathan Adashek | Telephone - Cell Phone | 2,742.12 |
| Jonathan Adashek | Ground Transportation | 297.97 |
| Jonathan Adashek | Exception--Airfare Charges | 7,140.30 |
| Jonathan Adashek | Meals - Breakfast | 181.51 |
| Jonathan Adashek | Meals - Snack | 8.67 |
| Jonathan Adashek | Meals - Dinner | 68.11 |
| Jonathan Adashek | Laundry Service | 65.00 |
| Jonathan Adashek | Hotel/Lodging | 2,627.75 |
| Taylor Bennett | Ground Transportation | 23.00 |
| Daniel Santow | Per Diem | 3,300.00 |
| Anuradha Ramamurty | Telephone - Cell Phone | 68.08 |
| Anuradha Ramamurty | Ground Transportation | 794.36 |
| Anuradha Ramamurty | Telephone | 13.62 |

| | | | |
|------------|-------------------------|----------------------------|-----------|
| | Anuradha Ramamurty | Per Diem | 7,260.00 |
| | Mark Grundy | Ground Transportation | 1,140.25 |
| | Mark Grundy | Exception--Airfare Charges | 4,526.42 |
| | Amanda Belcher | Telephone - Cell Phone | 6.81 |
| | Amanda Belcher | Car Rental | 443.69 |
| | Amanda Belcher | Per Diem | 3,300.00 |
| 09/02/2009 | Edelman | Std Administrative Charge | 3,750.00 |
| | Jonathan Adashek | Telephone - Cell Phone | 268.59 |
| 09/02/2009 | BAIRDS | BAIRDS | 2,567.29 |
| | EDELMAN KOREA | Korea Expenses | 1,254.87 |
| 09/02/2009 | Edelman | Std Administrative Charge | 6,827.40 |
| 09/02/2009 | CONNEX INTERNATIONAL | Teleconference | 37.11 |
| | Edelman | Std Administrative Charge | 3,000.00 |
| | DOW JONES & COMPANY INC | Dow Jones | 9.60 |
| 09/02/2009 | CONNEX INTERNATIONAL | Teleconference | 33.16 |
| | Edelman | Std Administrative Charge | 3,000.00 |
| | AT&T | Long Distance Telephone | 27.22 |
| 09/02/2009 | EDELMAN ESPANA S.A. | Madrid Expenses | 11,697.59 |
| 09/17/2009 | Victor Malanga | Apollo Jets | 1,067.51 |
| 09/30/2009 | STRATEGY ONE | Strategy One | 6,000.00 |

| | | | |
|------------|-------------------------|---------------------------|----------|
| | STRATEGY ONE LONDON | Strategy One London | 7,065.95 |
| 09/30/2009 | EDELMAN BRUSSELS | Brussels Expenses | 1,216.27 |
| | SPRINT | Phone Charges | 3,318.22 |
| | T-MOBILE USA | Phone Charges | 4,563.14 |
| 09/30/2009 | United Parcel Service | United Parcel Service | 22.63 |
| | CONNEX INTERNATIONAL | Teleconference | 69.34 |
| | DANIEL J EDELMAN LTD | London Expenses | 1,205.00 |
| | EDELMAN BRUSSELS | Brussels Expenses | 150.46 |
| | THE HARVARD CLUB | Room Rental Fee | 300.00 |
| | EDELMAN PR LLC | Abu Dhabi Expenses | 2,526.09 |
| | Edelman | Std Administrative Charge | 3,000.00 |
| | DOW JONES & COMPANY INC | Dow Jones | 6.40 |
| | AT&T | Long Distance Telephone | 11.47 |
| | INTABORO | Travel - Car Services | 98.44 |
| | Jonathan Adashek | Connectivity Fees | 14.95 |
| | Jonathan Adashek | Ground Transportation | 14.00 |
| | Jonathan Adashek | Meals - Lunch | 18.50 |
| | Jonathan Adashek | Meals - Breakfast | 16.17 |
| | Jonathan Adashek | Parking | 45.00 |
| | Jonathan Adashek | Meals - Dinner | 42.75 |
| | Nathan Strauss | Supplies | 45.00 |
| 09/30/2009 | BAIRDS | BAIRDS | 712.95 |
| | Jonathan Adashek | Telephone - Cell Phone | 617.28 |

Total \$629,463.72

Foreign Principal: Critical National Infrastructure Authority (CNIA)

| Date | From whom | Purpose | Amount |
|-------------|---------------------------|----------------------------|---------------|
| 04/12/2009 | AT&T | Long Distance Telephone | 70.60 |
| | Std Administrative Charge | Administration Fee | 2,201.33 |
| | Maria Schneider | Exception--Airfare Charges | 6,907.90 |
| | Maria Schneider | Ground Transportation | 30.00 |
| 05/12/2009 | AT&T | Long Distance Telephone | 294.32 |
| | Std Administrative Charge | Administration Fee | 2,820.90 |
| | Hadley Harris | Exception--Airfare Charges | 6,867.90 |
| | Hadley Harris | Ground Transportation | 32.67 |
| | Hadley Harris | Hotel/Lodging | 1,333.18 |
| | Hadley Harris | Tips/Gratuties | 42.72 |
| | Maria Schneider | Exception--Airfare Charges | 7,798.70 |
| | Maria Schneider | Ground Transportation | 45.82 |
| | Maria Schneider | Hotel/Lodging | 1,263.47 |
| | Maria Schneider | Meals - Breakfast | 12.53 |
| | Maria Schneider | Meals - Dinner | 129.82 |
| | Maria Schneider | Meals - Lunch | 81.30 |
| | Maria Schneider | Meetings - Food | 88.44 |
| | Maria Schneider | Meetings - Room Rental | 246.38 |

| | | | |
|------------|---------------------------|-----------------------------|-----------|
| | Maria Schneider | Telephone | 0.27 |
| | Nancy Tester | Telephone | 50.60 |
| 06/11/2009 | AT&T | Long Distance Telephone | 33.96 |
| | CONNEX INTERNATIONAL | Teleconference | 55.00 |
| | EAST COAST EXECUTIVE | Travel - Car Services | 337.18 |
| | Std Administrative Charge | Administration Fee | 2,907.15 |
| | Christopher Deri | Exception--Airfare Charges | 10,985.70 |
| | Hadley Harris | Connectivity Fees | 40.86 |
| | Hadley Harris | Exception - Airfare Charges | 1,000.00 |
| | Hadley Harris | Exception--Airfare Charges | 10,752.70 |
| | Hadley Harris | Ground Transportation | 4.09 |
| | Hadley Harris | Hotel/Lodging | 1,706.31 |
| | Hadley Harris | Meals - Dinner | 47.85 |
| | Hadley Harris | Meals - Lunch | 40.86 |
| | Hadley Harris | Tips/Gratuties | 9.53 |
| | Maria Schneider | Exception--Airfare Charges | 349.00 |
| | Maria Schneider | Hotel/Lodging | 1,706.31 |
| | Maria Schneider | Meals - Breakfast | 31.88 |
| | Maria Schneider | Meals - Dinner | 51.48 |
| 07/15/2009 | AT&T | Long Distance Telephone | 36.35 |
| | EAST COAST EXECUTIVE | Travel - Car Services | 136.28 |
| | Std Administrative Charge | Administration Fee | 2,226.45 |
| | Christopher Deri | Connectivity Fees | 40.86 |

| | | | |
|------------|---------------------------|----------------------------|----------|
| | Christopher Deri | Ground Transportation | 302.78 |
| | Christopher Deri | Hotel/Lodging | 1,213.37 |
| | Christopher Deri | Meals - Dinner | 197.99 |
| | Christopher Deri | Meals - Snack | 2.72 |
| | Christopher Deri | Supplies | 32.40 |
| | Christopher Deri | Telephone - Cell Phone | 400.00 |
| | Maria Schneider | Exception--Airfare Charges | 8,623.10 |
| 08/13/2009 | AT&T | Long Distance Telephone | 10.77 |
| | EAST COAST EXECUTIVE | Travel - Car Services | 249.42 |
| | EDELMAN PR LLC | Abu Dhabi Expenses | 715.18 |
| | JEFFREY NOVICH | Media Training | 770.00 |
| | Std Administrative Charge | Administration Fee | 984.30 |
| | Christopher Deri | Ground Transportation | 92.00 |
| | Hadley Harris | Connectivity Fees | 45.22 |
| | Hadley Harris | Exception--Airfare Charges | 6,380.10 |
| | Hadley Harris | Hotel/Lodging | 853.16 |
| | Hadley Harris | Meals - Breakfast | 36.77 |
| | Hadley Harris | Meals - Dinner | 133.51 |
| | Hadley Harris | Tips/Gratuties | 42.72 |
| | Maria Schneider | Connectivity Fees | 23.43 |
| | Maria Schneider | Ground Transportation | 37.93 |
| | Maria Schneider | Hotel/Lodging | 853.16 |
| | Maria Schneider | Meals - Breakfast | 11.17 |
| | Maria Schneider | Meals - Dinner | 272.09 |

| | | | |
|--------------|---------------------------|-------------------------|--------------------|
| | Maria Schneider | Meals - Lunch | 6.81 |
| 09/13/2009 | AT&T | Long Distance Telephone | 24.69 |
| | SEAMLESSWEB | Out Side Food Service | 105.27 |
| | Std Administrative Charge | Administration Fee | 558.30 |
| | Maria Schneider | Hotel/Lodging | 104.81 |
| | Maria Schneider | Meals - Dinner | 7.45 |
| | | | |
| Total | | | \$85,909.27 |

Foreign Principal: IE Singapore

| Date | To Whom | Purpose | Amount |
|--------------|----------------|----------------|--------------------|
| 05/12/2009 | STRATEGY ONE | Strategy One | 47,290.00 |
| | | | |
| Total | | | \$47,290.00 |

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Name of Registrant: Daniel J. Edelman, Inc.
Registration No.: 3657

ATTACHMENT D
Informational Materials
Activities for the Period of April 1, 2009 through September 30, 2009

Foreign Principal: Abu Dhabi Future Energy Company trading name of Masdar)

April 13, 2009 – Submitted “MASDAR AND ETIHAD AIRWAYS PARTNER TO PROMOTE SUSTAINABILITY” to Masdar Global Media List [see Exhibit 1].

April 27, 2009 – Submitted “MASDAR PARTNERS WITH AL FALAH READY MIX TO DEVELOP LOW CARBON CONCRETE FOR MASDAR CITY” to Masdar Global Media List [see Exhibit 2].

May 6, 2009 – Submitted “ZAYED FUTURE ENERGY PRIZE OPEN FOR NOMINATIONS” to Masdar Global Media List [see Exhibit 3].

May 12, 2009 – Submitted “DONG ENERGY, E.ON AND MASDAR GIVE GREEN LIGHT TO BUILD WORLD’S LARGEST OFFSHORE WIND FARM” to Masdar Global Media List [see Exhibit 4].

May 31, 2009 – Submitted “MASDAR CONNECTS 10MW PV PLANT TO ABU DHABI GRID” to Masdar Global Media List [see Exhibit 5].

June 9, 2009 – Submitted “MASDAR CONVENES EUROPEAN FUTURE ENERGY FORUM AS PLATFORM FOR GLOBAL COLLABORATION” to Masdar Global Media List [see Exhibit 6].

June 10, 2009 – Submitted “HUNDREDS OF ENTRIES EXPECTED ON FIRST DAY OF 2009 ZAYED FUTURE ENERGY PRIZE SUBMISSION OPENING” to Masdar Global Media List [see Exhibit 7].

June 23, 2009 – Submitted “WWF INTERNATIONAL PRAISES UNITED ARAB EMIRATES BID TO HOST INTERNATIONAL RENEWABLE ENERGY AGENCY HEADQUARTERS” to Masdar Global Media List [see Exhibit 8].

August 18, 2009 – Submitted “BASF AND MASDAR FORM STRATEGIC PARTNERSHIP” to Masdar Global Media List [see Exhibit 9].

September 6, 2009 – Submitted “CLASSES START FOR FIRST STUDENTS AT MASDAR INSTITUTE OF SCIENCE AND TECHNOLOGY” to Masdar Global Media List [see “US”, “UK/Europe” and “AsiaPacific” tabs in Exhibit] and to international media through PRNewswire [see Exhibit 10].

IRENA materials:

May 20, 2009 -Drafted and submitted letter to President Clinton requesting that he lobby for IRENA@UAE [Exhibit 11]

June 19, 2009 - Distributed UAE ratification release to targeted list of US environment and energy reporters, as well as to European and South American contacts [Exhibit 12]

June 23, 2009 Drafted press release surrounding WWF’s endorsement of the UAE bid [Exhibit 13]

June 29, 2009 Distributed UAE Wins release to targeted top-tier US environment and energy reporters, top-tier European media, as well as to targeted environment and energy bloggers [Exhibit 14]

Drafted letter from Dr. Sultan to Bianca Jagger about UAE bid, WFES [Exhibit 15]

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Foreign Principal: IE Singapore

April 17, 2009 – Distributed textbook pitch to the Associated Press, Forbes, Foreign Affairs Magazine, National Review, Newsweek, New York Times, Slate, U.S. News & World Report, USA Today and The Washington Times

May 12, 2009 – Distributed International Water Week Singapore pitch to Forbes, The New York Times and Water & Wastewater International

July 9, 2009 – Shared draft Water Week op-ed with GE

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Foreign Principal: CNIA- Critical National Infrastructure Authority

Nothing distributed for CNIA.

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(Materials)

MASDAR / (IRENA) –

Exhibit 1.

MASDAR
ABU DHABI FUTURE ENERGY COMPANY



مصدر
شركة أبوظبي لطاقة المستقبل

الإتihad
ETIHAD
AIRWAYS

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MASDAR AND ETIHAD AIRWAYS PARTNER TO PROMOTE SUSTAINABILITY

ADU DHABI, March 08 2009 — As part of Abu Dhabi's ongoing effort to implement innovative sustainability solutions, Masdar, Abu Dhabi's multi-faceted future energy initiative, and Etihad Airways, the national airline of the United Arab Emirates, today signed an agreement to cooperate across a range of activities to reduce the airline's carbon footprint through sustainable and energy efficient measures.

"Etihad's partnership with Masdar is a demonstration of Abu Dhabi's commitment to environmental sustainability. This relationship with Etihad demonstrates that synergies and complimentary expertise between companies can lead to innovative solutions," said Dr. Sultan Ahmed Al Jaber, CEO of Masdar.

"The airline industry is rapidly turning its attention to finding alternative fuels and emission reduction schemes. This partnership presents Masdar and Etihad with the opportunity to position Abu Dhabi at the forefront of this shift in finding solutions to the issues of climate change," added Dr. Al Jaber

Under the agreement, Masdar, which is wholly owned by the Mubadala Development Company (Mubadala), will work with Etihad to support the implementation of the airline's environmental management initiatives, in particular in relation to carbon and waste management.

Masdar will support the development of carbon management solutions to ensure Etihad's compliance with the European Union Emissions Trading Scheme, which comes into effect for aviation in 2012, as well as support the airline's voluntary carbon reduction initiatives.

In addition, Masdar will work with Etihad to enhance the airline's waste management plans and energy saving initiatives.

James Hogan, chief executive of Etihad Airways, said: "As a new business, we are developing environmental policies to minimise our impact on the environment, in line with Abu Dhabi's vision and commitment to sustainability. This partnership with Masdar gives us the opportunity to benefit from their expertise and knowledge to help implement our environmental initiatives".

Under the partnership agreement Etihad will also support the UAE's bid to host the headquarters of the International Renewable Energy Agency (IRENA).

ABOUT MASDAR

Masdar is Abu Dhabi's multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. Masdar is a wholly owned subsidiary of the Mubadala Development Company (Mubadala); the Abu Dhabi government's investment vehicle.

For more information about the Masdar Initiative, please visit www.madar.ae

ABOUT ETIHAD

Etihad Airways is the national airline of the United Arab Emirates based in the UAE's capital, Abu Dhabi.

Currently Etihad offers flights to 51 destinations in the Middle East, Europe, North America, Africa, Asia and Australasia

With an average aircraft age of three years, the Etihad fleet comprises 43 aircraft and is one of the youngest and most environmentally-friendly in the world.

Press Contacts:

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Exhibit 2.



MASDAR PARTNERS WITH AL FALAH READY MIX TO DEVELOP LOW CARBON CONCRETE FOR MASDAR CITY

Abu Dhabi, United Arab Emirates, 27 April 2009 – Masdar City, the property development arm of the Masdar Initiative, announced today that it has entered into a unique partnership with Al Falah Ready Mix, a subsidiary of Al Falah Holding, to develop low carbon concrete to supply the two million cubic meters of concrete required to build the initial phases of Masdar City.

Masdar, a wholly owned subsidiary of Mubadala Development Company (Mubadala), is a multifaceted initiative that includes the development of Masdar City, the world's first carbon neutral, zero-waste city fully powered by renewable energy.

With concrete being a core material used in the construction of Masdar City, the development of low embodied carbon concrete is essential to ensure the City achieves its ambitious sustainability targets. Cement is one of the main ingredients in concrete, and is the second most consumed commodity in the world after water. Cement production is responsible for around five per cent of the world's carbon dioxide emissions according to the World Business Council of Sustainable Developments.

Al Falah Ready Mix will work with Masdar to reduce the amount of cement used in the specially designed concrete mixes, and therefore reduce the embodied carbon by more than 30% while meeting all the durability criteria set by Masdar City. A special scheme will be put in place to offset the remaining carbon embodied in the concrete used to build Masdar City.

"This partnership is an excellent example of how Masdar City is working with local companies to drive innovation in Abu Dhabi's sustainable development sector," said Dr. Sultan Al Jaber, Masdar CEO. "With Al Falah, we are creating a new product that will set a benchmark for sustainability globally. This is an exciting partnership for Masdar City and Abu Dhabi, and we hope to see this standard of sustainability adopted throughout the region and around the world."

The Al Falah Ready Mix partnership also includes a comprehensive research and development program to develop global standards for low CO2 concrete. This will encompass research and testing at Masdar City site as well as a research partnership with the Masdar Institute of Science and Technology for the advancement of sustainable concrete technologies.

Al Falah Ready Mix was chosen on the basis of its adoption of rigorous sustainability criteria for designing, producing, transporting and placing concrete. This expertise is integral in meeting the challenging requirements for producing concrete with the lowest possible carbon footprint in a project of this scale.

"It gives us great pride to be associated with the Masdar Initiative and Masdar City; the most ambitious sustainable development in the world today," said Zayed Falah Bin Jarra, Chairman of Al Falah Ready Mix. "This is a pioneering partnership in many aspects – from the scale of the project, to the technologies we will be utilizing to achieve Masdar's high sustainability targets. Low carbon concrete is a relatively new concept in the construction industry, and it is vital that we continue to explore and invest in new technologies that will help minimize the industry's impact on the environment."

Construction of Masdar City officially commenced with a formal ground-breaking ceremony on February 9, 2008. The City will be constructed over six phases and is due to be completed by 2016.

ABOUT MASDAR

Masdar is Abu Dhabi's multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. Masdar is a wholly owned subsidiary of the Mubadala Development Company (Mubadala); the Abu Dhabi government's investment vehicle.

For more information about the Masdar Initiative, please visit www.masdar.ae

ABOUT AL FALAH READY MIX

Al Falah Ready Mix, a subsidiary of Al Falah Holding, is a local market leading ready mix concrete producer based in Abu Dhabi. The company is highly equipped with the latest technologies and machineries in the Ready Mix Concrete Industry operating in the Emirate Abu Dhabi as well as the other Emirates.

The company's profile, quality management system and remarkable technical achievements have lead to the award of H.H. Sheikh Khalifa bin Zayed Al Nahyan, the Ruler of Abu Dhabi and President of the UAE, for Industrial Excellence.

Al Falah Ready Mix adopts an integrated Management System for Quality, Environment, Occupational Health & Safety that is accredited and certified according to ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007.

For more information about Al Falah Ready Mix, please visit www.alfalahreadymix.com

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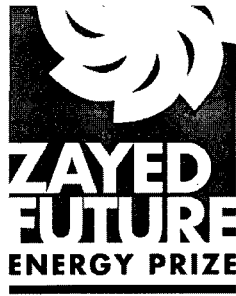
Al Falah Ready Mix

Sam Rifki

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E: dm@alfalahreadymix.com

Exhibit 3.



PRESS ANNOUNCEMENT

May 6, 2009, Abu Dhabi, UAE

ZAYED FUTURE ENERGY PRIZE OPEN FOR NOMINATIONS

Nominations open for award to honour innovators and leaders in the future of energy

The Zayed Future Energy Prize announced today that it is now open for nominations. Nominations will be accepted online at www.zayedfutureenergyprize.com. Earlier this year, the inaugural winner was recognised, Mr. Dipal Barua, Managing Director of Grameen Shakti, for his innovative approach to scaling renewable energy for two million residents of rural Bangladesh. The winner of the 2009 award will be announced at an event on January 19, 2010 at the World Future Energy Summit in Abu Dhabi, United Arab Emirates (UAE).

The Zayed Future Energy Prize was launched in January 2008 at the World Future Energy Summit in Abu Dhabi to honour the legacy of the UAE's late President, His Highness Sheikh Zayed bin Sultan Al Nahyan. The Zayed Future Energy Prize recognises individuals, companies or organisations that have demonstrated innovation and leadership in their contributions to the global need for future energy solutions. Each year, a winner is selected for deploying real world solutions that are scalable and meaningful.

The call for nominations comes as the Zayed Future Energy Prize released the findings of a survey on the future of energy. The survey, which polled attendees of the World Future Energy Summit, suggests that solar technology and energy efficient buildings are some of the challenges that most need innovation and further research and development and that governments and small businesses have the biggest role to play in advancing the adoption of solutions.

"There is no question that innovative engineering and dedicated research and development of promising technologies will bring us closer to realizing future energy solutions. The Zayed Future Energy Prize is a distinctive honour that can bring many emerging solutions to light and help expand their adoption; the next generation of leaders must take an active role in solving our global energy challenges," explains Dr. Sultan Al Jaber, Director General of the Zayed Future Energy Prize.

"Since a change in the mix of different sources of energy supply is essential and urgent, innovation in this field would be critical for bringing about a transition to a truly renewable energy future," said Dr.

R.K. Pachauri, Chairman of the Intergovernmental Panel on Climate Change and Chairman of the jury for the Zayed Future Energy Prize. "Consequently, visionary efforts and innovations need to be recognised and rewarded adequately. It is, therefore, with great honour that we open this year's nominations, and we look forward to celebrating some of the great advancements being made across the world to ensure a sustainable energy future."

Everyone is called to submit a viable candidate for the 2009 Zayed Future Energy Prize today. Once a candidate is nominated, he or she will be invited to submit their credentials starting June 9, 2009. All nominations and submissions for consideration will be open until October 16, 2009. Please visit www.zayedfutureenergyprize.com and nominate your candidate today.

The winner of the Zayed Future Energy Prize will receive \$1.5 million (USD) and will be chosen by a panel of jurors who are champions in the fields of renewable energy and sustainability. The prize money will assist winners in expanding and scaling their innovations. In addition, Masdar, the supporting organisations of the Zayed Future Energy Prize, will offer winners access to a wide network of resources.

Nominations will be ranked using the following criteria:

- Innovation: proof of cutting-edge concepts and solutions that solve today's energy and sustainability challenges.
- Long-term vision: demonstration of ability to scale through a commercially viable or sustainable business model.
- Leadership: championing the vision in order to advance clean energy and sustainable solutions.

-End-

About Zayed Future Energy Prize

The Zayed Future Energy Prize was created to honour the legacy of the late President and Founding Father of the United Arab Emirates, His Highness Sheikh Zayed bin Sultan Al Nahyan. The prize aims to inspire the next generation of global energy innovators and to reward solutions for the future. The Zayed Future Energy Prize is awarded annually to individuals, companies, organisations and/or NGOs that have made significant contributions in the global need for future energy that is clean, renewable and sustainable.

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Exhibit 4.



Press Release



Tuesday, 12th May 2009

DONG Energy, E.ON and Masdar give green light to build world's largest offshore wind farm

- First phase of London Array offshore wind farm gets go ahead
- Partners invest €2.2bn in landmark project
- First power due to be produced in 2012

LONDON, May 12th, 2009 – DONG Energy, E.ON and Masdar have today announced that they will invest €2.2bn in building the first 630MW phase of the London Array offshore wind farm in the Thames Estuary.

Once complete, the scheme will be the world's largest, and the first 1GW, offshore wind farm. The project will supply enough power for around 750,000 homes – or a quarter of Greater London homes - and displace the emission of 1.9m tonnes of CO2 every year.

Today's announcement comes after the UK Government's recent proposal to increase its support for offshore wind power. The partners are satisfied that the project is now financially viable and are now keen to push ahead with construction and to produce the first renewable power in 2012.

Anders Eldrup, CEO of DONG Energy, said: "Following the 2 ROC announcement, and our subsequent decision to build the Walney projects, I'm thrilled that we today also have the final investment decision on the London Array project. The decision to build the London Array offshore wind farm is a very significant cornerstone in DONG Energy's strategy to increase the proportion of electricity generated from renewable energy sources. DONG Energy has built approximately half of all offshore wind farms in operation in the world today. Entering into the world's largest offshore wind farm project further strengthens DONG Energy's leading position in this field."

E.ON CEO Dr. Wulf Bernotat said: "I'm delighted that work can now get underway on the world's largest offshore wind farm. The start of London Array will mark a key milestone in our roadmap as we continue with our ambitious strategy to take renewables to an industrial level. With this pioneering scheme, we see a significant increase in scale for offshore wind and also for E.ON as we aim to become the world's largest offshore wind farm developer.

"Today's announcement is proof that, if all interested parties work together, renewable power can be taken to its next level and so make a real difference to the fight against climate change."

Dr. Sultan Al Jaber, CEO of Masdar, said: "The leadership of Abu Dhabi recognizes the importance of global collaboration and engagement to deploy renewable energy on a large scale. The London Array represents Masdar's strategic approach to renewable energy, whereby real partnerships are formed between government and the private sector. This project is a great achievement for the UK government, E.ON, DONG Energy and Masdar, which exemplifies our

commitment to build cooperation to take renewable energy further down the path to widespread global adoption."

Prime Minister Gordon Brown said: "The London Array is a flagship project in our drive to cut emissions by 80% by 2050 and meet future energy needs. The UK is a world leader in offshore wind farms, creating jobs and prosperity for the economy. That's why we have increased our support for this technology as we move towards a low carbon future.

"E.ON, DONG Energy and Masdar are to be congratulated for their work on the London Array."

Energy and Climate Change Secretary Ed Miliband said: "This is another green light for green energy. It's a vote of confidence in the support the Government has put into backing renewable energy.

"The UK is already the world's leading offshore wind power and this multi-billion pound project will help keep us there, cut our carbon emissions and contribute to secure energy supplies."

Onshore work is now due to start in the summer, with offshore work due to start in early 2011.

The scheme will be built around 12 miles off the coasts of Kent and Essex. The wind farm will be installed on a 90 square mile site and will be built in two phases. The consortium hopes the first phase of 630MW will be completed and generating in 2012. The first phase will consist of 175 turbines. The second phase will add enough capacity to bring the total to 1,000MW.

Ends

Notes to editors:

London Array animation:

An internet-quality animation of the London Array scheme is available for download by registering at www.newscast.co.uk. The animation is available in broadcast quality by contacting E.ON UK.

ISDN is available in Coventry on 024 7642 5147 and in London on 020 7484 7951

The project consortium partners have the following shareholdings: DONG Energy owns 50%, E.ON has 30% and Masdar has a 20% stake.

DONG Energy is one of the leading energy groups in Northern Europe. DONG Energy is headquartered in Denmark. Our business is based on procuring, producing, distributing and trading in energy and related products in Northern Europe. DONG Energy has approximately 5,500 employees and generated more than DKK 60 billion (approx. EUR 8.2 billion) in revenue in 2008.

DONG Energy is a market leader in offshore wind power, having built around half of all offshore wind farms globally. The UK is one of DONG Energy's primary markets for offshore wind. DONG Energy is the sole owner of the 90MW Burbo Bank and 50% owner of the 90MW Barrow project, both of which are in commercial operation in the East Irish Sea. The Gunfleet Sands I+II (total 172MW) commenced construction in early 2008 in the Thames Estuary and are scheduled for commercial operation by the end of 2009. On April 22nd 2009 DONG Energy announced it was to build the two wind farms Walney I and II in the Irish Sea. Further, DONG Energy has a substantial pipeline of offshore wind projects in UK which are currently under planning and development. For more information, please visit www.dongenergy.com

E.ON is one of the world's leading power and gas companies. With annual sales of more than EUR86 billion and over 93,000 employees, it is already one of the world's largest investor-owned power and gas companies. E.ON Climate & Renewables, headquartered in Düsseldorf, Germany, is responsible for E.ON Group's global renewables and climate protection activities. E.ON is investing billions of Euros in renewable generation and climate protection projects and will play a leading role in the development of the renewables industry worldwide. E.ON currently has 2.2GW of renewable capacity in operation which makes the company a leading global renewable player. In the UK, E.ON's renewables development portfolio could, if built, power a million homes and displace the emission of around two million tonnes of CO₂. E.ON owns and operates Scroby Sands offshore wind farm in the UK and is currently building the 180MW Robin Rigg offshore wind farm in the Solway Firth. Renewable energy projects in other countries include developing Rødsand II, a 207MW offshore wind farm off the Danish coast and, with partners, the 60 MW Alpha Ventus offshore wind farm which is currently being built off the north coast of Germany. This is the first deep water far shore scheme of its kind. www.eon.com

The **Masdar Initiative** is Abu Dhabi's multi-faceted investment in the development and commercialization of innovative technologies in renewable, alternative and sustainable energies as well as sustainable design. Masdar, a wholly owned company of the the Mubadala Development Company (Mubadala). In January 2008, Abu Dhabi announced it will invest \$15 billion in Masdar, the largest single government investment of its kind. Last year, Masdar entered into the London Array scheme through a joint venture agreement with E.ON, which currently owns half of the landmark project. DONG Energy owns the other half. Under the agreement, Masdar purchased 40 per cent of E.ON's half share of the London Array scheme, giving Masdar a 20% stake in the project overall. Masdar, which works with a range of innovative renewable energy companies and utilities, is continuously searching for investment opportunities. The London Array investment is part of Masdar's global alternative energy strategy which includes solar, wind and other renewable technologies. Masdar last month made a significant investment into the Finnish wind-turbine manufacturer WinWinD Oy, adding to Masdar's growing portfolio of investments, partnerships and production capabilities in the renewable energy sector.

For more information about the Masdar Initiative, please visit www.masdaruae.com

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Exhibit 5.

MASDAR CONNECTS 10MW PV PLANT TO ABU DHABI GRID

MENA's largest solar power plant will power construction of Masdar City and reduce Abu Dhabi's carbon footprint by 15,000 tons a year

ABU DHABI - May 31, 2009 – Under the patronage of His Highness Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, His Highness Sheikh Diab bin Zayed Al Nahyan, Chairman of Abu Dhabi Water and Electricity Authority (ADWEA) today inaugurated Masdar's 10MW power plant, marking the integration of the largest solar photovoltaic (PV) plant in the Middle East to the Abu Dhabi municipal grid.

The state-of-the-art PV plant will generate 10MW of clean electricity, which is an annual carbon savings of 15,000 tons – the equivalent of taking 3,300 cars off Abu Dhabi's roads each year.

The solar power plant will provide clean energy to the temporary Masdar site administration facilities, and power the ongoing construction activities of Masdar City. In addition, the plant will supply all the energy needs of The Masdar Institute of Science and Technology, a graduate-level scientific institution dedicated to renewable energy study, which opens in late 2009.

"Masdar's 10MW solar power plant is a testament to our leadership's dedication to the advancement of renewable energy. The connection of this plant marks an important milestone in the development of Masdar City and in our emirate's history," said Dr. Sultan Al Jaber, CEO of Masdar. "We believe this is just the first delivery of the rich potential of solar energy and we will continue to deliver clean sources of energy to Abu Dhabi and beyond."

The connection of the 10MW solar power plant to Abu Dhabi's electrical grid was a joint effort by Masdar, Abu Dhabi Distribution Company (ADDC) and the Emirate's regulatory body, the Regulation and Supervision Bureau. ADDC, Abu Dhabi's main grid holder is responsible for operating and developing the distribution networks within the emirate.

"Bringing new, clean sources of energy to the people of Abu Dhabi is an exciting advancement for Abu Dhabi Distribution Company," said Mr. Ahmed Al Mureikhi, Managing Director of Abu Dhabi Distribution Company. "We know that the next generation of electricity distribution means better integration with renewable energy sources and we are proud to have taken that step with Masdar"

The Regulation and Supervision Bureau, which regulates and awards licensing for power generation sources in Abu Dhabi, supplied Masdar with its first licence for renewable energy power.

"This is a great example of entities in Abu Dhabi working together to find solutions that will advance the emirate's goal of providing clean energy on a large scale. " We are proud to be part of this landmark achievement," said Mr. Nick Carter, Director General, Regulation and Supervision Bureau.

The 10 MW plant, consisting of 87,777 panels (50% thin film and 50% crystalline silicon) is projected to generate 17,500 MWh of clean energy each year (with a single kWh of clean energy being the carbon-offset equivalent of 0.8 kg depending on an area's network and its energy-producing source.) With the construction costing Dhs185m (\$50m) at an installed power capacity of 10 MW, the plant is also one of the most cost-efficient PV installations in the world in terms of its projected power output.

Construction on the 212,000 square meter plant commenced in August and was designed and constructed by Enviromena Power Systems. The 10MW plant was built using sustainable construction practices, including innovative techniques such as using concrete with a high slag content (GGBS) for civil works, reusing materials extensively across the site and avoiding environmentally unfriendly construction materials such as bitumen and polystyrene. Rigorous engineering design also minimized the total amount of steel used across the site.

About Masdar

Masdar is Abu Dhabi's multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. Masdar is a wholly owned subsidiary of the Mubadala Development Company (Mubadala). For more information, visit www.masdar.ae.

Exhibit 6.



MASDAR CONVENES EUROPEAN FUTURE ENERGY FORUM AS PLATFORM FOR GLOBAL COLLABORATION

*Abu Dhabi's World Future Energy Summit travels to Spain to promote
knowledge sharing, best practices, solutions and partnerships*

BILBAO, June 9, 2009 – Masdar, Abu Dhabi's multifaceted initiative dedicated to future energy solutions, launched the European Future Energy Forum (EFEF) in Bilbao, Spain today, as the first spinoff of the World Future Energy Summit (WFES). Masdar's CEO Dr. Sultan Ahmed Al Jaber, delivered the keynote speech in which he underlined Abu Dhabi and Masdar's commitment to open, global cooperation in the field of renewable energy.

"In the last two years, the World Future Energy Summit has driven collaboration and dialogue around renewable energy policy, investment and innovation", said Dr. Al Jaber, CEO of Masdar. "Based on our experience and success, we have brought this platform to Bilbao, where the renewable energy industry has experienced tremendous growth in recent years, as the first of many opportunities to share knowledge, advance solutions and explore partnerships."

The forum, which was founded by Masdar, a wholly owned subsidiary of the Mubadala Development Company (Mubadala), has brought together 5,000 European policymakers, technology providers, and investors in the renewable energy and sustainable technology sectors to address such issues as: energy policy, investment and funding, green buildings, clean transport, solar, wind, biofuels, and Europe's 20-20 energy targets.

"The United Arab Emirates and Abu Dhabi in particular, through the Masdar initiative, is taking an active role in the development of the renewable energy sector. The leadership of the Emirate of Abu Dhabi recognises that our success depends upon collaboration between both developed and developing nations and the public and private sector," said Al Jaber. "We believe that governments must establish policies and regulatory frameworks, and the private sector must execute and implement."

Further, both Spain and the UAE along with 83 other countries are founding members of the International Renewable Energy Agency (IRENA). Together, the signatory nations will actively promote the widespread adoption of renewable energy technologies around the world. As part of its efforts to achieve IRENA's mandate, the UAE has bid to host the headquarters of the International Renewable Energy Agency in Masdar City, the world's first carbon-neutral city currently under construction in Abu Dhabi.

"We must drive solutions to solve the world's energy and climate issues," said Al Jaber. "These solutions will be cutting edge as well as accessible, low-tech, low-cost and low-maintenance, so that everyone may benefit from them."

Abu Dhabi is transforming from a country that imports knowledge to one that exports it, and from a hydrocarbon producer to fully capitalizing on its energy expertise and proactively contributing to the global renewable energy agenda.

This paradigm shift has already been demonstrated by Abu Dhabi's commitment that by 2020, renewable energy sources will account for at least seven percent of its total power generation capacity.

This is the level of commitment being championed by Abu Dhabi's wise and forward thinking leadership and is exemplified by several investments Masdar has made in Europe over the past year:

- Masdar established a joint venture in Spain, Torresol Energy, to build three solar power plants with a combined value of 800 million euros.
- Masdar has made strategic investments in the London Array project, the world's largest off shore wind farm and in WinWinD, a leading Finnish wind turbine manufacturer
- Masdar has also developed a thin-film photovoltaic manufacturing facility in Erfurt, Germany, through its wholly owned subsidiary, Masdar PV.

Masdar will host the third annual World Future Energy Summit from 18-21 January 2010 in Abu Dhabi. WFES is the parent-event of the European Future Energy Forum and will attract more than 15,000 delegates from around the world to address the world's most pressing global energy challenges.

Ends

About Masdar

The Masdar Initiative is Abu Dhabi's multi-faceted investment in the development and commercialization of innovative technologies in renewable, alternative and sustainable energies as well as sustainable design. Masdar, a wholly owned subsidiary of the the Mubadala Development Company (Mubadala). In January 2008, Abu Dhabi announced it will invest \$15 billion in Masdar, the largest single government investment of its kind. For more information about the Masdar Initiative, please visit www.masdar.ae.

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Exhibit 7.

**HUNDREDS OF ENTRIES EXPECTED ON FIRST DAY OF 2009 ZAYED FUTURE
ENERGY PRIZE SUBMISSION OPENING**

***Award winner to receive \$1.5 million (USD) to advance solutions for the future of
energy***

June 10, 2009 (Abu Dhabi) –The Zayed Future Energy Prize announced today that submissions for the 2009 prize are now open. Nominated individuals and self-nominated candidates are now invited to submit their credential for consideration on the website: www.zayedfutureenergyprize.com.

The Zayed Future Energy Prize – which was launched in January 2008 at the World Future Energy Summit in Abu Dhabi to honour the legacy of the United Arab Emirate's late ruler, His

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Highness Sheikh Zayed bin Sultan Al Nahyan – recognizes individuals, companies or organizations that have demonstrated innovation and leadership in their contributions to the global response to the future of energy.

“We recognize that innovation will be a driving force to bring us closer to the widespread adoption of renewable energy. The Zayed Future Energy Prize aims to inspire this kind of innovation and honour contributions that help us solve our global energy challenges,” said Dr. Sultan Al Jaber, Director General of the Zayed Future Energy Prize.

The winner of the 2009 Zayed Future Energy Prize will be announced in Abu Dhabi on January, 19th, 2010. The winner will receive \$1.5 million (USD) to take their ideas and ambitions forward. Last year's winner, Mr. Dipal Chandra Barua, Founding Managing Director of Grameen Shakti, has had international recognition and has used the prize to set up a scholarship program through his organization in Bangladesh. He is training rural women to be solar technicians and enabling green entrepreneurs through a highly successful microcredit program.

“Winning the 2009 Zayed Future Energy Prize has been a great honor, and we have worked hard to ensure that this honor has been passed on to the people of Bangladesh who have demonstrated incredible ambition and innovation in adopting clean, renewable technologies to solve their daily energy challenges in the rural areas,” said Mr. Barua. *“The support we have received from the prize will help support this essential work for generations to come.”*

2009 candidate entries will be judged upon the key criteria of innovation, long-term vision and leadership. **Innovation:** presentation of cutting-edge concepts and solutions that solve today's energy and sustainability challenges; **Long-term vision:** demonstration of ability to scale through a commercially viable or sustainable business model; and, **Leadership:** championing the vision in order to advance clean energy and sustainable solutions.

-Ends-

About Zayed Future Energy Prize

The Zayed Future Energy Prize was created in honour of the legacy of the late Founding Father and President of the United Arab Emirates, His Highness Sheikh Zayed bin Sultan Al Nahyan. The prize aims to inspire the next generation of global energy innovators to create solutions for

the future. The Prize is awarded annually to individuals, companies or organisations that have made significant contributions in the global response to the future of energy, climate change and sustainable global energy resources.

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Exhibit 8.



WWF International praises United Arab Emirates bid to host International Renewable Energy Agency Headquarters

WWF International describe the UAE's Masdar City, the world's first carbon-neutral, zero-waste city, as ideal location for IRENA's headquarters

ABU DHABI, June 23, 2009 – WWF International – also known as the World Wide Fund for Nature - today praised the United Arab Emirates' bid to host the interim and eventually permanent location of the International Renewable Energy Agency (IRENA) headquarters. The UAE is proposing to house IRENA headquarters in Abu Dhabi's Masdar City, the world's first carbon-neutral, zero-waste city powered entirely by renewable energy.

"Masdar City is fast developing into a global showcase of sustainable development in action, and a driving force for the world's renewable energy sector," said Eduardo Goncalves, Global Manager of WWF International's 'One Planet Living' sustainability initiative. "The City is a focal point for the global sustainability community, a place where the world's leading minds and experts meet and connect to advance renewable and clean technologies. It is hard to imagine a more appropriate location for an international agency concerned with promoting renewable energy."

IRENA is the first international organization to focus exclusively on the issue of renewable energies, addressing both the industrialized and the developing world. Its members will vote in a meeting on June 29, 2009 in Sharm El Sheikh, Egypt to determine the agency's Director-General and the location of its headquarters. Germany and Austria are competing alongside the UAE to host the agency.

"We are grateful for WWF International's encouragement and recognition of our bid to host the IRENA headquarters. It is an honour to have one of the world's most respected environmental conservation organizations support our renewable energy initiatives and our commitment to serving IRENA," said Dr. Sultan Al Jaber, CEO of Masdar. "Developing renewable energy technologies is just one part of a larger effort being undertaken by organizations like the WWF and sovereign nations like the UAE to create a healthy, sustainable planet of us all. We look forward to continuing our work together."

Housing IRENA's headquarters in the UAE would not only mark the first time an international organization chose the Middle East as its headquarters location, but would also position IRENA to engage all nations – developed and developing – and address the unique challenges that each country faces.

"Masdar City is a global hub of renewable energy research, development and production," said Goncalves. "WWF is excited to be working with Masdar City to help make it the world's first truly carbon neutral city. We are looking forward to working with Masdar Institute to advance

understanding of carbon footprints and to find ways to reduce them for a more sustainable future for all.”

If selected to serve as home to IRENA, Masdar Institute of Science and Technology, a joint venture with the Massachusetts Institute of Technology, will offer IRENA the opportunity to submit 20 students for consideration for full scholarships for post-graduate studies in renewable energy fields.

IRENA was founded in January 2009 in Bonn, Germany, where 75 nations, including the United Arab Emirates, signed the Agency's statute. Today, there are 108 member countries.

About WWF

WWF is the global conservation organisation. It works in over 100 countries around the world. Its mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by:

- conserving the world's biological diversity
- ensuring that the use of renewable natural resources is sustainable
- promoting the reduction of pollution and wasteful consumption.

WWF's One Planet Living initiative works with governments and businesses to reduce humanity's ecological footprint and restore the earth's natural resources. Masdar City is implementing a One Planet Living sustainability strategy that has been endorsed by WWF. For more information visit www.panda.org/oneplanetliving

About Masdar City

Masdar City is the most ambitious sustainable development in the world today – it will be the world's first zero carbon, zero waste city powered entirely by renewable energy sources. Masdar City is part of Abu Dhabi's Masdar Initiative, a multi-faceted investment in the development and commercialization of innovative technologies in renewable and sustainable energies as well as sustainable design.

About the International Renewable Energy Agency (IRENA)

IRENA was founded in January 2009 and includes 77 member countries from both the developing and developed world. IRENA aims at becoming the main driving force in promoting a rapid transition towards the widespread and sustainable use of renewable energy on a global scale. Acting as the global voice for renewable energies, IRENA will provide practical advice and support for both industrialised and developing countries, help them improve their regulatory frameworks and build capacity. The agency will facilitate access to all relevant information including reliable data on the potential of renewable energy, best practices, effective financial mechanisms and state-of-the-art technological expertise.

Press Contacts:

Exhibit 9.

BASF AND MASDAR FORM STRATEGIC PARTNERSHIP

- **Close cooperation on sustainable construction of Masdar City**
- **World's first carbon-neutral and waste-free city**

Ludwigshafen, Germany/Abu Dhabi, United Arab Emirates – August 18, 2009 – Masdar and BASF today announced a strategic partnership agreement for collaboration on the construction of Masdar City, the world's first carbon-neutral and zero-waste city. BASF is named as a "preferred supplier" of construction materials and system solutions for the city's construction. The chemical company will also open an office in Masdar City once it is completed.

In order to reduce the energy demand in Masdar City, BASF will play an integral role in the city's construction by offering its extensive portfolio of innovative solutions for sustainable and energy-efficient construction. "BASF will be an invaluable partner for Masdar and the development of Masdar City," said Dr. Sultan Al Jaber, Chief Executive Officer of Masdar. "We've made a bold commitment to advance the use of sustainable materials in urban developments; tapping into BASF's expertise in this field takes us one step closer to that goal."

Masdar City, currently in its first phase of construction, is approximately 30 kilometers from downtown Abu Dhabi. As a cleantech cluster and hub for technology innovation, research and development the city is attracting industry leaders and researchers. Masdar is partnering with the world's most prominent companies, investment firms and educational institutions to develop and deploy leading technologies, systems and sustainable solutions in Masdar City and in the wider Abu Dhabi and Gulf

region. One such example is the International Renewable Agency (IRENA) which recently decided to locate its new global headquarters in Masdar City.

“BASF is a global market leader in products and system solutions for sustainable construction,” said Dr. Walter Seufert, President Region Europe at BASF. “By cooperating with Masdar in the construction of Masdar City, we underline our commitment to energy-efficient, climate-friendly construction.”

BASF develops and markets numerous products that help to save energy and resources as well as avoid greenhouse gas emissions. These include products made from polystyrene and polyurethane which will be used for the manufacture of insulating foams for thermal insulation of buildings. Phase-change materials that are integrated into plaster or gypsum wall boards can be used as an alternative to air conditioning, in this way saving electricity and maintenance costs. In addition, black pigments in roof coatings which absorb very little infrared solar radiation prevent dark surfaces from heating up. The use of special concrete admixtures in the concrete manufacturing process can lower carbon emissions by up to 60 percent.

About Masdar

Masdar is an Abu Dhabi-based renewable energy company that develops low-carbon solutions for a more sustainable future. By establishing a leading education and research institution, financing promising technologies, developing large-scale utilities, and building the world's first carbon-neutral city, Masdar operates across the life-cycle of renewable energy technology at an unprecedented scale. Masdar is a wholly owned subsidiary of the Mubadala Development Company. For more information, please visit www.masdar.ae.

About BASF

BASF is the world's leading chemical company: The Chemical Company. Its portfolio ranges from chemicals, plastics and performance products to agricultural products, fine chemicals as well as oil and gas. As a reliable partner BASF helps its customers in virtually all industries to be more successful. With its high-value products and intelligent solutions, BASF plays an important role in finding answers to global challenges such as climate protection, energy efficiency, nutrition and mobility. BASF posted sales of more than €62 billion in 2008 and had approximately 97,000 employees as of the end of the year. BASF shares are traded on the stock exchanges in Frankfurt (BAS), London (BFA) and Zurich (AN). Further information on BASF is available on the Internet at www.basf.com.

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Note to Editors:

You can download press photos from the Internet at the following links:

www.basf.de/pressphotos/constructionandhousing (English)

www.basf.de/pressefotos/bauenundwohnen (German)

Current TV footage is available at:

tvservice.basf.com (English)

tvservice.basf.com (German)

Any material relating to Masdar or Abu Dhabi Future Energy Company is being distributed by DJE, Inc. on behalf of Abu Dhabi Future Energy Company. Additional information is available at the Department of Justice, Washington, D.C.

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Exhibit 10.

MASDAR INSTITUTE
OF SCIENCE AND TECHNOLOGY



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CLASSES START FOR FIRST STUDENTS AT MASDAR INSTITUTE OF SCIENCE AND TECHNOLOGY

22 nations represented amongst the inaugural intake of graduate students at Masdar Institute

ABU DHABI – (September 06, 2009): Masdar Institute of Science and Technology, the world's first graduate academic institution dedicated to the research of alternative energy, environmental technologies and sustainability, has commenced with classes for the inaugural intake of graduate students.

Lectures began today for the 92 pioneering students who were selected from more than 1,200 applicants from 82 countries worldwide. The new students, who hail from as far afield as Europe, Asia, Africa, North America and the Middle East, representing 22 different nations, are part of Masdar Institute's two-year Master's program, which offers five multidisciplinary specialized areas geared towards the research and development of alternative energy and sustainability. The UAE has contributed the highest number of students, with 13% of the total, and almost 30% of the student body is women.

Masdar Institute was established as part of the Government of Abu Dhabi's vision and commitment to a long-term, sustainable knowledge economy. The non-profit, private research-driven Institute has been developed in cooperation with one of the world's most respected universities, the Massachusetts Institute of Technology (MIT) in Cambridge, Massachusetts, USA. Masdar Institute, which will be the centerpiece of the multifaceted Masdar Initiative, launched by Mubadala Development Company, will feed Abu Dhabi and the region with highly talented individuals and research expertise, thereby enhancing economic development and diversification through human capital and technological innovation.

Dr. John Perkins, Provost of Masdar Institute, said:

"Masdar Institute aims to become a world-class university and research institution that will create and shape a new generation of leaders and critical thinkers in science and technology. We are tasked with responding to one of the most important challenges facing our planet – the need to develop sustainable energy solutions that ensure economic growth and prosperity for all nations, without damaging the environment."

Dr. Perkins added that today was a proud occasion, signifying an important milestone for Masdar Institute:

"I am delighted with the quality and pedigree of the young minds gathered at Masdar Institute. Students and faculty alike are embarking on an exciting yet vital journey for Abu Dhabi, the Middle East and the entire world. By working together and employing collaborative research to progress technology, I am confident that seemingly insurmountable obstacles to tackling climate change while preserving economic growth can be overcome."

World-class faculty of over 20 leading academics from 11 countries has been recruited from internationally renowned universities. MIT has assisted with the recruitment process, and has hosted faculty staff for a period of one year to instill standards of excellence in graduate education as well as to aid the development of joint research projects. Over the next five years the Institute is anticipated to grow year-on-year to a student body of at least 600 and a faculty of 100, and Doctoral-level degrees will be introduced by 2011.

Dr. Sultan Al Jaber, CEO of Masdar, said:

"Today marks an important step towards realizing the vision and strategy of Abu Dhabi's leadership in positioning the Emirate as a knowledge hub built on its vast energy expertise. As identified by the Government of Abu Dhabi, world-class education is undoubtedly a core pillar in developing a sustainable economy, and Masdar Institute is set to play an integral role in Abu Dhabi's future growth.

"In meeting the ambitions and commitment of our own students to become the next generation of global energy leaders, Masdar Institute and Abu Dhabi offer an unprecedented opportunity for those who wish to tackle the defining challenge of our age. With the headquarters of the International Renewable Energy Agency to be located at Masdar City as well, there could be no better place to study, research or develop a career in alternative energy, environmental technologies and sustainability," Dr. Sultan added.

Masdar Institute is currently using interim lecture and laboratory facilities in Abu Dhabi. The new premises at Masdar City will be handed over in phases during the first academic year, providing students with the unique prospect to live and learn within a true 'living laboratory' in the heart of the world's first sustainable city. Importantly, the technology researched and developed by the Institute will be tested by Masdar City, resulting in each phase of the City's development informing subsequent phases.

As a postgraduate institution, the admission standards to Masdar Institute are in accordance with world-class research-driven universities such as MIT. Admission is dependent on academic qualifications and English language proficiency as all lectures, laboratory sessions, and written or oral examinations at Masdar are conducted in English. Full financial scholarships have been

awarded to all who met the very high entry standards – these scholarships include all tuition fees, housing and a cost of living allowance.

Dr. Marwan Khraisheh, Dean of Engineering, Masdar Institute, said:

“Never before has this region welcomed students and faculty of such high caliber to study or teach in science or engineering at postgraduate level. The diverse backgrounds and wealth of talent choosing to study and teach in the inaugural academic year of Masdar Institute are testimony to the foresight and leadership shown in establishing a genuinely world-class research institution to tackle the world’s most pressing need. Our unique focus on the integration of technology, policy and systems, combined with the opportunity to test and deploy new technologies on a scale unrivaled elsewhere in the world will ensure Masdar Institute’s position at the cutting-edge of innovation and critical thinking, with consequences that reach far beyond Masdar, Abu Dhabi and the region.”

-ENDS-

Notes to Editor:

The following research driven, Masters Programs for graduate students are part of the curriculum at Masdar Institute;

MSc in Engineering and Systems Management

MSc in Information technology

MSc in Materials Science and Engineering

MSc in Mechanical Engineering

MSc in Water and Environment

Over 1200 applications from 82 countries were received for the inaugural class, starting in September 2009.

Some of the countries represented include:

Algeria, Egypt, Eritrea, Germany, the Netherlands, Iceland, India, Mexico, Morocco, Nigeria, Pakistan, Palestine, Taiwan, Turkey, USA and UK.

The total of students consists of 64 male and 28 female students, a ratio of approximately 70% male and 30% female.

Over the next five years the student body is expected to grow approximately to between 600 – 800 students, studying both Master's and PhD level programs.

The Institute practices a rolling admission process with applications for Fall 2010 welcome from 1st October, 2009. For further admission information please visit www.masdar.ac.ae

About Masdar Institute

The Masdar Institute of Science and Technology (MI), is a not-for-profit, post-graduate research institute, dedicated to alternative energy, environmental technologies and sustainability developed with the support and collaboration of the Massachusetts Institute of Technology (MIT). The Masdar Institute of Science and Technology, is part of the Masdar Initiative, a multi-faceted initiative of the Abu Dhabi Government aimed at the development, deployment, and commercialization of advanced energy solutions.

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Exhibit 11.

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May 20, 2009

President William J. Clinton

William J. Clinton Foundation

United States of America

Dear President Clinton,

It was a great surprise and pleasure to see you and your colleagues in Helsinki, yesterday. I am very grateful for your kind offer of support for the United Arab Emirates' Bid to host the headquarters of the International Renewable Energy Agency.

As we discussed, the UAE recently submitted our bid for the headquarters, which we hope will be housed in Abu Dhabi's Masdar City, the world's first carbon-neutral, zero-waste city powered completely by renewable energy. The decision for the location of IRENA's headquarters will be made at a meeting in Egypt on June 29, 2009 where member countries will cast their vote.

While other nations will be competing for the honour to host the headquarters, we sincerely believe that Abu Dhabi is more uniquely suited for this role than any other city in the world, and that no other location embodies IRENA's vision better than the Abu Dhabi's Masdar City, the world's most ambitious sustainable development.

I am enclosing within an informational packet on the Masdar Initiative and UAE's competitive bid to host the IRENA headquarters. The packet includes:

- UAE's complete bid proposal to IRENA
- IRENA@UAE brochure
- List of IRENA signatory states
- Masdar Initiative brochure

We greatly appreciate your offer to make calls on behalf of our bid and following our current trip, I will send Justin a list of target countries where we would like your assistance.

Finally, I would like to use this opportunity to bring to your attention that nominations are open for this year's Zayed Future Energy Prize. As you may know, the initiative was launched in January 2008 to recognize individuals, companies or organisations that demonstrate innovation and leadership in their contributions to the global need for future energy solutions. An esteemed jury, chaired by Dr. R.K. Pachauri, will select a winner who will receive a \$1.5 million award for deploying real world solutions that are scalable and meaningful and a celebration will be hosted on January 19th, 2010 in Abu Dhabi. I

would like to encourage you to send us any recommendations you may have for deserving candidates. For more information please feel free to visit our website on: www.zayedfutureenergyprize.com.

Again, I am delighted to receive your support in helping the UAE achieve this important goal. I hope these materials will better demonstrate why the UAE is the ideal location for IRENA's new home. Please feel free to contact me with any questions you may have surrounding our bid or renewable energy initiatives.

I look forward to seeing you again at the Clinton Global Initiative in September.

Yours sincerely,

Exhibit 12.

Leaders from five continents back UAE's offer to world's first international renewable energy agency

ABU DHABI, June 19 - The **United Arab Emirates** today completed **ratification** of the **statute** of the **International Renewable Energy Agency (IRENA)**, signalling to the 98 fellow member countries and the world at large their support and commitment to bringing **renewable energy** solutions to all nations, developed and developing. The UAE has officially submitted a bid to host **IRENA's** headquarters in Abu Dhabi, the capital city of the **United Arab Emirates**.

The **ratification** process was completed by decree of UAE President HH Sheikh Khalifa bin Zayed al Nahayn (Federal Decree 37 of May 2009) and the instrument of **ratification** was deposited at the German Foreign Ministry in Berlin today by the UAE ambassador to Berlin HE Mohammed Ahmed Al Mahmoud making the UAE the first country to ratify the **IRENA statute**.

"The support we have received from countries around the globe for our work on **IRENA**, and in particular our offer to host **IRENA's** headquarters in Masdar City in Abu Dhabi has been tremendous," said UAE Foreign Minister Abdullah Bin Zayed Al Nahyan. "Nations ranging from Europe, to Latin America, from Asia to Africa have pledged their support for the UAE to serve as the permanent headquarters of **IRENA** in order to advance the shared goal of making **renewable energy** accessible, affordable and available to everyone. Many believe it is time for an **international agency** to be placed in this region - in a country that creates the bridge between developed and developing and in a country that offers its whole-hearted commitment to the cause of **renewable energy** and climate change."

As part of the UAE bid to host **IRENA**, the Abu Dhabi Fund for Development has made an unprecedented offer to help **IRENA** engage developing nations in real, tangible ways by creating a special endowed fund of up to \$50 million annually solely for **IRENA-approved renewable energy** development projects in developing nations with a concentration on low-cost and low maintenance technology that meets the needs of those nations.

"The UAE is committed to facilitating an active and dynamic involvement of the developing world in the future of **renewable energy**. We feel that we are uniquely positioned to play that role and mobilize that commitment.

Moving our world toward a **renewable energy** future will require more than the leadership and participation of a few countries. The UAE is in a unique position geographically, politically and economically, to bring the developed and developing world together and to bring **IRENA**'s mission to life," said Abdullah bin Zayed al Nahyan.

Headquartering **IRENA** in Abu Dhabi's Masdar City, the world's first carbon neutral, zero-waste city powered completely by **renewable energy** will put **IRENA** at the center of an innovative new global hub for the **renewable energy** sector. Upon completion, Masdar City will be home to more than 1,500 companies - including General Electric's new Ecomagination Centre - creating a world-class technology cluster of **renewable** innovation.

The UAE has committed significant resources to **IRENA**: for perpetuity, the UAE will cover all operating costs related to the office site, provide a generous inflation-adjusted allowance for conferences facilities and related services, and take care of all immigration fees. As such, the annual contributions of all signatories will go where it matters the most: staffing the **agency**, and funding its work programs.

To allow **IRENA** to focus on its mission from its first day of operation, the UAE will supplement its support to the **agency** by covering all setup and start-up costs including **IRENA** chosen furniture, state-of-the-art ICT infrastructure and support, an E-learning platform, **IRENA**-funded research, operational services and housing and relocation for **IRENA** employees. The UAE's commitment to incubate **IRENA** totals over \$136 million of which \$70 million are in cash.

The decision for the location of **IRENA**'s interim and eventually permanent headquarters will be made at an **IRENA** meeting in Sharm El Sheikh, Egypt June 29, 2009, where the member countries present will cast their vote.

For more information about the UAE bid and commitments go to www.IRENAuae.com.

Note to Editors:

About Masdar City

Masdar City is the most ambitious sustainable development in the world today - it will be the world's first carbon neutral, zero waste city powered entirely by **renewable energy** sources. Masdar City is part of Abu Dhabi's Masdar Initiative, a multi-faceted investment in the development and commercialization of innovative technologies in **renewable** and sustainable energies as well as sustainable design.

About the **International Renewable Energy Agency (IRENA)**

IRENA was founded in January 2009 and includes 98 member countries from both the developing and developed world. **IRENA** aims at becoming the main driving force in promoting a rapid transition

towards the widespread and sustainable use of **renewable energy** on a global scale. Acting as the global voice for **renewable** energies, **IRENA** will provide practical advice and support for both industrialised and developing countries, help them improve their regulatory frameworks and build capacity. The **agency** will facilitate access to all relevant information including reliable data on the potential of **renewable energy**, best practices, effective financial mechanisms and state-of-the-art technological expertise.

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REGISTRATION UNIT

Exhibit 13.

World Wildlife Fund International Endorses United Arab Emirates in its bid for the International Renewable Energy Agency Headquarters

WWF International Agrees the UAE's Masdar City, the world's first carbon-neutral, zero-waste city, is ideal location for IRENA's headquarters

ABU DHABI, June 23, 2009 – The World Wildlife Fund International today endorsed the United Arab Emirates capital Abu Dhabi to serve as the interim and eventually permanent location of the International Renewable Energy Agency (IRENA) headquarters. The UAE is proposing to house IRENA headquarters in Abu Dhabi's Masdar City, the world's first carbon-neutral, zero-waste city powered entirely by renewable energy.

"Masdar City will be a global showcase of sustainable development in action, and a driving force for the world's renewable energy sector," said Eduardo Goncalves, Global Manager of WWF International's One Planet Living sustainability initiative. "It is hard to imagine a more appropriate location for an international agency concerned with promoting renewable energy."

IRENA is the first international organization to focus exclusively on the issue of renewable energies, addressing both the industrialized and the developing world. Its members will vote in a meeting on June 29, 2009 in Sharm El Sheikh, Egypt to determine the agency's Director-General and its headquarters location, which is also being sought by Germany and Austria.

"We are grateful for WWF International's endorsement of our bid to host the IRENA headquarters. It is an honour to have one of the world's most respected environmental conservation organizations support our renewable energy initiatives and our commitment to serving IRENA," said His Highness Sheikh Abdullah Bin Zayed Al Nahyan, Minister of Foreign Affairs of the United Arab Emirates. "Developing renewable energy technologies is just one part of a larger effort being undertaken by organizations like the WWF and sovereign nations like the UAE to create a healthy, sustainable planet of us all. We look forward to continuing our work together."

Housing IRENA's headquarters in the UAE would not only mark the first time an international organization chose the Middle East as its headquarters location, but would also position IRENA to engage all nations – developed and developing – and address the unique challenges that each country faces.

"Masdar City is going to be a global hub of renewable energy research, development and production," said Goncalves. "WWF is excited to be working with Masdar City to help make it the world's first truly carbon neutral city. We are looking forward to working with Masdar Institute to advance understanding of carbon footprints and to find ways to reduce them for a more sustainable future for all."

If selected to serve as home to IRENA, Masdar Institute of Science and Technology, a joint venture with the Massachusetts Institute of Technology, will offer IRENA the opportunity to submit 20 students for consideration for full scholarships for post-graduate studies in renewable energy fields.

IRENA was founded in January 2009 in Bonn, Germany, where 75 nations, including the United Arab Emirates, signed the Agency's statute. Today, there are 108 member countries.

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About Masdar City

Masdar City is the most ambitious sustainable development in the world today – it will be the world's first zero carbon, zero waste city powered entirely by renewable energy sources. Masdar City is part of Abu Dhabi's Masdar Initiative, a multi-faceted investment in the development and commercialization of innovative technologies in renewable and sustainable energies as well as sustainable design.

About the International Renewable Energy Agency (IRENA)

IRENA was founded in January 2009 and includes 77 member countries from both the developing and developed world. IRENA aims at becoming the main driving force in promoting a rapid transition towards the widespread and sustainable use of renewable energy on a global scale. Acting as the global voice for renewable energies, IRENA will provide practical advice and support for both industrialised and developing countries, help them improve their regulatory frameworks and build capacity. The agency will facilitate access to all relevant information including reliable data on the potential of renewable energy, best practices, effective financial mechanisms and state-of-the-art technological expertise.

Exhibit 14.

United Arab Emirates Wins International Renewable Energy Agency Headquarters

June 29th, 2009

- Abu Dhabi's Masdar City, the world's first carbon-neutral, zero-waste city, to house IRENA's headquarters

Abu Dhabi, the capital of the United Arab Emirates, has been selected to house the secretariat of the International Renewable Energy Agency (IRENA), marking the first time an international organization has

chosen a Middle East city for its headquarters. IRENA will be located in Abu Dhabi's Masdar City, the world's first carbon-neutral, zero-waste city powered entirely by renewable energy.

In securing the location for IRENA the UAE faced stiff competition from Germany, Austria and Denmark, all recognized leaders in renewable energy. Since the establishment of IRENA in January, the candidate nations have been locked in a hard-fought competition. However, the UAE's ability to serve as a bridge between the developing and developed world; the allure of the world's first carbon neutral city; and a generous commitment of financial and political support won over a significant following among member states of the new organisation.

"This is a great achievement for the United Arab Emirates, but more importantly it is a testament to the strength of the relationships we have established throughout our campaign. It was very important for us to offer IRENA a value proposition that would help the agency achieve its goals by engaging with developing and developed nations alike," said His Highness Sheikh Abdullah Bin Zayed Al Nahyan, Minister of Foreign Affairs of the United Arab Emirates. "The UAE is committed to working with each of the member countries and meeting the immediate needs of IRENA to ensure its successful launch," added the Foreign Minister.

The UAE's bid for IRENA's headquarters is the first time the country has engaged in such an ambitious endeavor on the international stage. "This has been a tremendous educational experience, and has strengthened bonds with our IRENA co-members that will allow us to collectively advance the benefits of renewable energy on all continents," said Dr. Sultan Al Jaber, Chief Executive Officer of Masdar and a key architect of the UAE's bid. He added that the efforts by the UAE to encourage non-signatory nations to join IRENA not only strengthened the UAE bid but also strengthened the organization itself, which grew from 75 member states at the time of its foundation in January to over 130 countries to date.

As part of its commitment to IRENA, the UAE offered to support the agency with a grant of \$136 million over a six year period, while also covering all operational costs in perpetuity. Moreover, the Abu Dhabi Fund for Development created a special endowment of up to US \$50 million annually to be used for loans in support of renewable energy projects in the developing world.

The UAE bid attracted wide spread international support by key figures, including Ban Ki Moon, Secretary General of the United Nations, Tony Blair, former Prime Minister of the United Kingdom and Dr. Rajendra K Pachauri, Nobel laureate and Chair of the Intergovernmental Panel on Climate Change (IPPC).

About Masdar City

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COMMUNICATIONS REGISTRATION UNIT

Exhibit 15.

Dear Bianca,

I am so pleased to learn that you are accepting our invitation to participate in WFES January 18-21. We look forward to hosting you in Abu Dhabi then.

I also wanted to thank you for your thoughtful feedback in regards to the UAE's bid to host IRENA in Abu Dhabi's Masdar City. I take seriously your advice and want to assure you that the UAE is indeed fully committed to improving and protecting the rights and conditions of men and women working and living in the country. Specifically,

- The UAE government considers the protection of the rights of workers, irrespective of gender, age or nationality, a moral imperative as well as a matter of rule of law.
- Women in the UAE hold very real positions of power, including four seats in the federal cabinet and nine seats (of 40 seats) in the Federal National Council, the UAE's legislative body. This is in addition to a large number of key posts women hold in various ministries and local governments.
- Women in the UAE represent 59 percent of the total work force in the UAE and enjoy equal opportunity in the economic life.
- The UAE's commitment to promoting gender equality is real. Last month, the UAE announced the launch of a new company that will provide investment and asset management services for women and families within an ongoing program to support women-owned businesses.
- The UAE continues to implement its four-pillar action plan against human trafficking that includes legislation, enforcement, victim support, as well as bilateral agreements and international cooperation.
- During the last year the UAE ratified the United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children; and in order to increase the government's effectiveness, the Council of Ministers expanded the size and scope of the

National Committee to Combat Human Trafficking by including public prosecutors and law enforcement officers as its members.

I hope when you are in Abu Dhabi this January for WFES you will allow me to introduce you to some of the UAE's women in leadership positions so you may engage with them directly to get their perspective on the issue of gender equality in our country.

The UAE government, as well as Masdar, is also fully committed to protecting, promoting and otherwise supporting IRENA's mission to the fullest extent – and that includes upholding IRENA's well-defined statute regarding acceptable new renewable energy sources. In particular, the UAE is committed to making renewable energy technologies accessible to all nations – developed and developing – in ways that take into account the realities and practical considerations of the specific nation. This means that many developing nations will benefit from renewable energies that are low cost, simple to implement, and easy to maintain. This does NOT mean nuclear energy.

The UAE's participation in IRENA is only the latest in a long tradition of commitment to environmental protection in my country. It was our founding father, Sheikh Zayed Bin Sultan Al Nahyan, who made the first steps in sustainability in the region, creating a sanctuary for endangered species and implementing forward-thinking policy to end gas flaring, a world first amongst oil producing nations in the 1970s. Our leadership also recently committed to a 7 percent renewable energy target by 2020, demonstrating the importance we place as an OPEC nation and a Non-Annex I country under the Kyoto Protocol on the long-term aim of de-coupling our economic growth from fossil-fuels.

As we've discussed, the UAE, through its support of the Masdar Initiative, is making a real difference in the region and throughout the world. In Spain, we have created a joint venture, Torresol, to develop three solar power plants by 2012. Masdar also broke ground on Masdar PV in early 2009 in Erfurt, Germany, and is developing the next generation of PV solar panels. In the Seychelles, Masdar has teamed with the government to develop renewable energy from wind turbines, while in Nigeria, we are working with the Nigerian National Petroleum Corporation to identify and develop carbon emission reduction projects in the oil and gas sector in Nigeria.

I hope this helps clarify the misinformation being circulated in regards to the UAE and our commitment to supporting IRENA. Please let me know if there is additional information or support I might provide.

I look forward to our continued dialogue,

Dr. Sultan Al Jaber

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IE SINGAPORE MATERIALS-

Singapore Math: A Model For US Schools

What does an inner-city school in California have in common with Singapore, a Southeast Asian city-state? Exceptional math students. In fact, both use Singapore math textbooks to educate children in grades K-12 that has helped improve overall scores. Facing low math proficiency scores, Ramona Elementary School in Hollywood adopted the Singapore model four years ago, and now its students exceed standards. Other schools may follow suit.

Known as the "Little Red Dot" because of its small geographical size, Singapore outshines the world in mathematics. Its fourth- and eighth-grade students have consistently ranked number 1 in the "Trends in International Mathematics and Science Study". In contrast, U.S. students score in the middle of the pack.

Now, several schools throughout the country are hoping that by using the same math curriculum and textbooks studied in Singapore, their students will build an advantage for the future. And best of all, their students are enjoying the new approach.

I invite you to join us for an event on April 21, 2009 -- *Creating a Thinking Nation: How Does the Little Red Dot Do It?*

What: An event focused on understanding the Singapore educational system and how the future of our nation can be molded through science and mathematics education.

Official launch of math monograph "The Singapore Model Method for Learning Mathematics" co-published by Singapore Ministry of Education and leading Asian educational publisher Marshall Cavendish.

Who: Senior executives from the Singapore Ministry of Education, U.S. Department of Education, the National Center for Education and the Economy, and International Enterprise Singapore will be available for interviews.

When: Tuesday, April 21, 2009

5:00 pm – 8:30 pm

Where: The Singapore Embassy

3501 International Place, NW

Washington, DC 20008

Please let me know if you can join us for what promises to be an invigorating discussion.

Regards,

Ilana Tabak

On behalf of IE Singapore

212-704-4463

Note: Please RSVP by Friday, 17 April 2009 to reserve a seat at the event.

2009 OCT 30 AM 10:43
CRM/ISS/REGISTRATION UNIT

Targeted Singapore Textbook Media List

| Outlet | First Names | Last Name | Position | email | Phone | Notes |
|--------------------------|-------------|-----------|-------------------------|------------------------------|----------------|---|
| Associated Press | Libby | Quaid | Education Reporter | lquaid@ap.org | (202) 641-9457 | Sent advisory on 4/15; Left VM on 4/16; Left VM on 4/17 |
| Forbes | Megha | Bahree | Staff Writer, Asia | mbahree@forbes.com | (212) 367-2696 | Sent advisory and left VM on 4/17 |
| Foreign Affairs Magazine | Preeti | Aroon | Reporter | | | Sent advisory on 4/17 |
| National Review | Seyward | Darby | Reporter | | | |
| Newsweek | Pat | Wingert | Education Correspondent | patrice.wingert@newsweek.com | (202) 626-2080 | Sent advisory on 4/15; Left VM on 4/16; Left VM on 4/17 |
| New York Times | John | Cushman | Foreign News Editor | cushman@nytimes.com | (202) 862-0321 | Sent advisory and left VM on 4/17 |
| Slate | Emily | Bazelon | Editor | emily.bazelon@slate.com | (212) 445-5330 | Sent advisory on 4/15; Left VM on 4/16 |
| U.S. News & World Report | Jessica | Calefati | Education Reporter | jcalefati@usnews.com | (202) 955-2036 | Sent advisory and left VM on |

4/17

| | | | | | | |
|--------------------------|--------|-----------|------------------------------|--------------------------------|----------------|---|
| U.S. News & World Report | Andrew | Rotherham | Education Blogger | arotherham@educationsector.org | | Sent advisory on 4/17 - blogger responded with interest but will not be in the area - he is passing along to other colleagues |
| USA Today | Greg | Toppo | Education Reporter | gtoppo@usa-today.com | (703) 854-3467 | Sent advisory on 4/15; Out of office until 4/20 |
| Washington Times | James | Morrison | International News Columnist | jmorrison@washingtontimes.com | (202) 636-3297 | Sent advisory and left VM on 4/17 |

Water Week Pitch

Hi XXX,

The U.S. water system is in dire need of an upgrade. With \$6 billion in stimulus money earmarked for water projects, other countries can serve as models for best practices in water management and state-of-the-art solutions.

Singapore is an ideal example.

The country evolved from water rationing in the 1960's to a self-sustaining hydro hub and "living lab" for more than 50 water companies such as Siemens, Black & Veatch and Delft Hydraulics. Consider this: by 2015, the Environment and Water sector in Singapore is expected to contribute \$1.7 billion to Singapore's gross domestic product and create 11,000 jobs. And, GE's Water & Process Technologies

unit recently announce it will invest \$130 million over the next decade to establish a world-scale Global Water R&D Center at the national University of Singapore.

In June Singapore will host the second annual International Water Week where key water issues will be discussed among leaders in business, government and nonprofits. More than 10,000 delegates are expected to attend.

I would be happy to connect you with high-ranking business executives and Singapore government officials who can provide perspective on why Singapore has become a center for investment in water management and what the U.S. could stand to learn from this small city-state.

I'll follow up with you in the next few days to gauge your interest.

Sincerely,

XXX

Phone

Email

Water Week op-ed

During the opening of the Water Summit at Singapore's International Water Week (SIWW), Singapore's Environment and Water Resources Minister Dr Yaacob Ibrahim warned that the international economic crisis has caused countries to consider postponing or abandoning water infrastructure development projects and corporations to shelve research into new water technologies.

At this historic time in global development and for the global economy, it is critical that neither of those things happen. We challenge countries and companies worldwide to partner to complete planned water infrastructure projects and to developing new ways to deliver clean water and increase sanitation for both humanitarian and economic reasons.

Humanitarian Reasons

- Unsafe water and lack of basic sanitation cause 80% of all sickness and disease, and kill more people every year than all forms of violence, including war.
- Many people in the developing world, usually women and children, walk more than three hours every day to fetch water that is likely to make them sick. Those hours are crucial, preventing many from working or attending school.
- Children are especially vulnerable to the consequences of unsafe water. Of the 42,000 deaths that occur every week from unsafe water and a lack of basic sanitation, 90% are children under 5 years old.

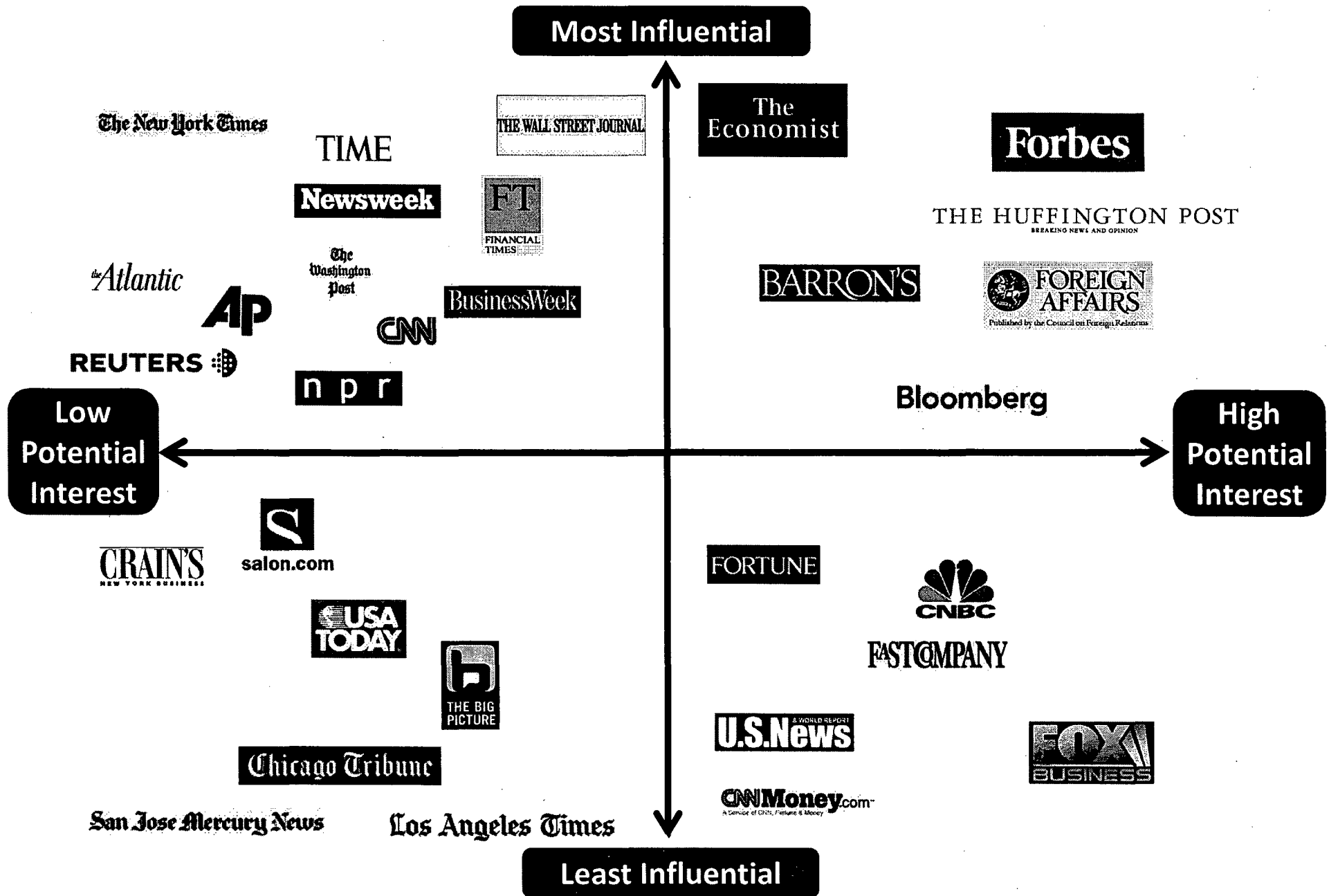
- The problem is not limited to rural areas. There are water and sanitation crises that are just as dangerous in developing cities. For example, according to *Frontline Magazine*, approximately half of Mumbai's residents do not have reliable access to working toilets.

Economic Reasons

- Rapid industrialization, urbanization, and climate change are placing evolving demands on the global water sector. According to the UN, in 2008 the proportion of the world's population living in urban areas hit 50% for the first time in history. The most important task of any city government is to provide clean water. Failure to do so not only reduces quality of life but also limits economic growth.
- Water is a key driving force of modernization and improving quality of life.
 - Governments worldwide are launching major stimulus packages. Some, such as China, have devoted a significant share of their stimulus packages to improve water infrastructure. Last year, China made safe drinking water available to an additional 48 million people living in rural areas.
 - GE recently built a near \$10 million GE Saudi Water & Process Technology Center in Saudi Arabia. Besides providing fresh water to a region that is desperate for it, the Center will help ensure that the growing industrial sector will have continuing access to the clean water supplies necessary for operation.
 - During SIWW, the World Bank-Singapore Urban Hub was launched. The Urban Hub will leverage Singapore's expertise in urban development and status as a "living lab" to develop new water technologies. The World Bank Group will use its global development knowledge and operational experience to take those technologies and implement them in developing countries worldwide. Not only will the Urban Hub help other countries tackle critical technological challenges as they seek to improve the lives of their people, it will create jobs and drive international investment into Singapore.
 - Unemployment continues to climb in the developed as well as in the developing world. Water infrastructure is a "green" industry as important to the future of the planet as alternative energy. It also has a greater capacity to create jobs now, as many water infrastructure projects can begin as soon as they get funding.

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Singapore Media Map



Media Map Criteria

2009 OCT 30 AM 10: 44

Level of influence

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- **Target audience:** Business publications that directly reach business leaders are more influential based on the type of stories we want to place.
- **Focus:** Outlets focused on business topics and foreign investment are more influential based on our objective of driving business leaders to invest in Singapore.
- **Reputation:** The more prominent an outlet is among U.S. and New York business leaders, the higher the level of influence.
- **Regional publications:** Outlets that target an audience outside of the New York business market are less influential based on who we want to reach.
- **Circulation:** The greater the reach of a publication, the higher the level of influence.

Ability to engage

- **Relationships:** Existing personal relationships with members of the media at specific outlets increase our ability to engage.
- **Focus:** Publications focused on general news versus business and international investments specifically are more difficult to engage based on the stories we want to place.
- **Prior engagement:** The degree to which we have already engaged with outlets on behalf of Singapore increases our ability to engage.
- **Previous experience:** Reaching out to publications that we have previously engaged with on similar topics increase our ability to engage.